

OVERSEAS NEWS

Reform planned as US budget misses deadline

By Peter Riddell, US Editor, in Washington

EARLY legislation to reform the US budgetary process is now certain, in the wake of Congress's failure to meet a deadline for approving a budget. By law this will trigger across-the-board spending cuts of just over \$16bn later today to reduce the federal deficit.

After a deal between Democratic and Republican leaders to defer a vote on the controversial issue of capital gains until later this month, a stripped-down \$14bn (29bn) deficit reduction bill was approved by the Senate 87 to 7 late on Friday. This will now go to a Senate/House conference to resolve differences with the \$11bn House deficit reduction bill.

The difference between the two versions - yesterday described by Mr Richard Darman, the budget director, as "nine pounds of paper apart" - may take a few weeks to sort out.

Senator Lloyd Bentsen, the Democratic chairman of the Senate finance committee, said

yesterday that the balanced budget would not have to be achieved until fiscal 1993. This plan was yesterday backed by Mr Darman, though the Democratic version involves an earlier separation and a deferral of the balanced budget goal until 1997.

Both Mr Gramm and his co-author, Senator Warren Rudman, have conceded weaknesses in their law but have argued that spending and the federal deficit would be much higher without their targets.

Similarly, Mr Leon Panetta, the Democratic chairman of the House budget committee, has said that changes in budget procedures did not remove the need for stronger leadership to reduce the deficit.

He said the political problems arose because neither the president nor the Congress had yet been willing to put everything on the table and that meant cuts in defence spending and entitlements (mainly social security and other welfare programmes) and increases in taxes.

Mr Gramm has proposed that this could happen after fiscal 1993, when the overall budget is supposed to be balanced. The overall target would be adjusted so that a

Brazilian congress limits presidential powers on debt

THE BRAZILIAN congress has moved to impose new restraints on a future president's freedom of action in any forthcoming negotiation on the country's \$112bn foreign debt, Ivo Dawayne reports from Rio de Janeiro.

Party leaders have voted through measures, theoretically binding on the executive, that include a move to restrict interest payments to a ceiling of 6 per cent a year.

While the conditions could probably be bypassed by the new president coming to power next year, they could

equally easily be used as an excuse for a tougher negotiating stance when talks on debt resume.

Brazil suspended interest payments on \$30bn of medium and long-term commercial bank debt in September. It claimed that servicing could not

be forthcoming until "new money was available from creditors, or foreign exchange reserves had recovered adequately to safeguard the country from the consequences of an inflationary explosion."

Today, the country enters the final

month of campaigning before the first round of the two-stage presidential election on November 15 - the first free poll for the office in 29 years. The election will be concluded in a run-off between the two highest-placed candidates on December 17.

The resolutions agreed on Thursday are certain to be viewed as highly unrealistic by Brazil's foreign bank creditors. They break long-standing understandings in force since the debt crisis began in 1982.

They reject the application of floating

market-based interest rates for servicing debts, and demand the Government takes legal steps for repayment of all interest paid over and above that applying when each loan was incurred. Other moves include rejection of New York as a venue for discussing debt issues and a refusal to accept penalty clauses for non-payment in any new accord.

Analysts say the Congress move is most important as an indicator of the legislature's determination to wrestle the right to sanction or veto future accords from the new president.

Argentina announces details of letter of intent for IMF

ARGENTINA'S Peronist government has announced the details of a new letter of intent which it hopes to sign with the International Monetary Fund (IMF) before the end of October, thereby gaining a fresh IMF stand-by loan of \$1.4bn, Gary Mead writes from Buenos Aires.

The terms set forth a series of targets which require considerable efforts by President Carlos Menem's government, including a slashing of the fiscal deficit from its present level of 16 per cent of gross domestic product (GDP) to 1.25

per cent for 1990. Failure to achieve agreed deficit adjustments was the main factor in the collapse of Argentina's last IMF stand-by agreement.

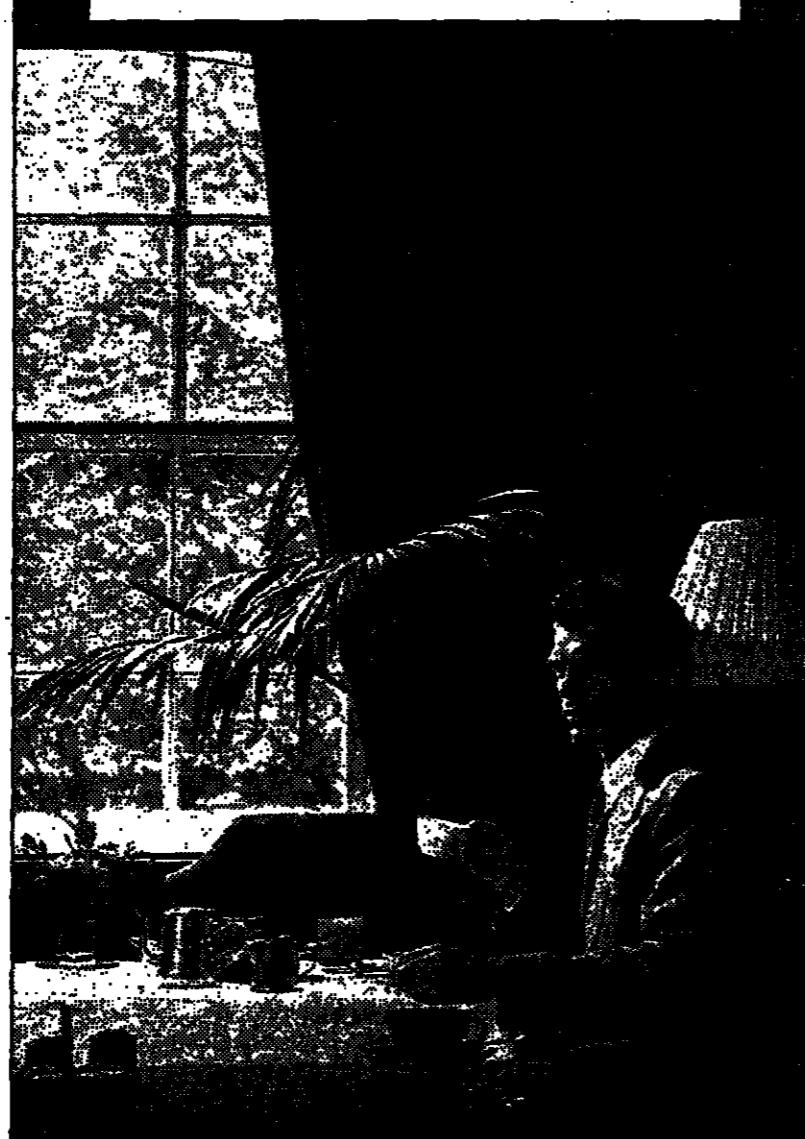
Cutting the fiscal deficit will prove the most difficult task for the Menem government, which is already beginning to find it less easy to sell off state industries into private ownership than it first imagined. The 31-article document undertakes to "advance" planned privatisations of the state-owned railways, airline, telecommunications, shipping and other companies.

Besides reducing state spending, the letter of intent promises to increase GDP by 5 per cent next year (from a negative growth this year estimated at 5 per cent); to reduce monthly inflation to 2 per cent by December, and annual inflation to no more than 15 per cent next year; and to hold exchange rate and public sector tariffs at the current rates until March 1990.

The letter also promises to introduce tax reforms, which include generalising value added tax to all goods and services, and raising it to 15 per cent.

Argentina's foreign debt stands at \$60bn (\$38bn). The government estimates that the interest arrears, as much as \$5bn by the end of 1989, are around 8.5 per cent of GDP. It calls for a programme of debt reduction, in order to achieve "satisfactory economic growth in the medium and long term".

The letter is widely regarded within Argentina as perhaps its last opportunity to convince both the IMF and other international lending agencies of the country's serious intent to reform its flagging economy.



Five NZ directors to face charges

By Terry Hall in Wellington

FIVE of New Zealand's best-known directors are to face charges under the Securities and Companies Acts, in the first prosecution of individuals resulting from the October 1987 share market crash.

Mr Neville Harris, registrar of companies, said yesterday charges had been laid against Rada and Prorada, since renamed Navis Star Group, and seven individuals over the Prorada prospectus. The charges are being laid under Section 58 of the Securities Act, which makes it an offence to sign a prospectus that includes an untrue statement.

Also charged are Mr Bob Gunn, its chairman at the time Rada Investments was to make its payment of \$50m for 100m shares, Prorada gave Rada Investments financial assistance.

Rada was set up by NZ First Products. It suffered one of the share market's more spectacular collapses, reporting a \$29.45m loss for the year to March 1988. It is involved in litigation with the Bank of New Zealand over two sums.

that the registered prospectus contained a statement misleading because it omitted certain information. The charges have been laid against Prorada, Mr Gunn, Mr Wheeler, Mr Aricle and Mr Stephen O'Donohue, company secretary.

"It is alleged that Rada Investments, a subsidiary of Rada Corporation, which was to subscribe for shares to the value of NZ\$35m (\$14.6m), payable in full on November 6 1988, neither held in cash nor made any firm arrangement to obtain the \$50m referred to in the prospectus," Mr Harris said.

Under the Companies Act charge, it is alleged that on the day Rada Investments was to make its payment of \$50m for 100m shares, Prorada gave Rada Investments financial assistance.

The premier was given a green light to draft an accord over the weekend, after a negotiating party with Labour broke up in the early hours of Saturday morning.

Mr Wim Kok, leader of the newly pragmatic socialists, indicated that although a certain obstacle to a final agreement remain, the two parties are close enough on the key points of principle to justify the decision to move forward.

Details of the agreement

will emerge today, but its broad outlines are clear.

A face-saving formula has been

arrived at under which a

Christian Democrat-inspired

plan to sharply cut incomes

taxes, previously opposed by

Labour, will be made to

appear more consistent with

socialist principles.

The ambitious National

Environment Plan to clean up

pollution, which led to the col-

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reform its flagging economy.

Lubbers prepares plan for new accord

By David Brown
In Amsterdam

MR RUUD LUBBERS, Holland's Christian-Democrat Prime Minister, is expected to table a draft policy accord today which may smooth the way for a new centre-left government in the Netherlands, possibly before the end of this month.

If the draft is accepted by both parties, Mr Lubbers will move an important step closer towards a third term in office. He is expected to preside over a period of more relaxed fiscal austerity than that which characterised his earlier seven-year reign as the head of a centre-right coalition which collapsed last month.

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It also heralds a return from the political wilderness for the Labour Party, which has been on the opposition benches for nearly 12 years and is anxious for some exercise in power.

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Paris denies plan to finance state-owned foreign acquisitions

By Ian Davidson

REPORTS that the French Government has approved a FF40bn (\$6.17bn) plan to finance foreign acquisitions by state-owned industries, have been categorically denied by the French Industry Ministry.

A senior Industry Ministry official said yesterday that no such plan had been adopted by the ministry, let alone by the Government as a whole.

There is no doubt, however, that the ministry is genuinely concerned that France's state-owned industrial companies may be at a serious disadvantage in the current wave of industrial mergers and takeovers, compared with their German and American competitors.

This year the government is injecting FF4bn of new capital into French state-owned companies, and next year's budget contains an even larger provision of FF4.7bn, which will mainly be concentrated in the electronics sector, such as Thomson and Bull.

But the ministry has apparently been considering various strategies for injecting large amounts of new finance into the state-owned companies, so as to strengthen their balance sheets. So far, it appears that the scale of these schemes has come up against the opposition of the Finance Ministry, whose top priority is the control of inflation and a steady reduction in the budget deficit.

A number of French state-owned concerns have been heavy participants in the international takeover field, most recently when Thomson, the defence and consumer electronic group, announced that it was considering a joint bid with British Aerospace for the state-owned companies.

Other security sources said

the Israeli general in charge of

the occupied West Bank had

told his staff not to talk about the tax raids. Domestic appliances, furniture, cars, machinery and merchandise have

been seized from dozens of

Palestinians boycotting taxes in

protest at occupation.

Tax men seize \$1bn in raids

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OVERSEAS NEWS

EC ministers agree on urgent visits to East Europe

By George Graham in Esclimont, France

FOREIGN ministers of the European Community have agreed on an urgent high-level visit to Poland and Hungary to follow up EC initiatives to their programmes of economic and political reform.

Mr Jacques Delors, the president of the European Commission, is expected to travel with Mr Roland Dumas, the French Foreign Minister and current chairman of the EC Council of Ministers, to Warsaw and Budapest in the next few weeks — probably towards the end of November.

At the same time, the EC has launched a discussion on possible new bases for a formal relationship with the countries of eastern Europe, in the light of the political upheaval in the Eastern bloc.

The discussions over the weekend at the modest castle of Esclimont, near Chartres, however, appear not to have resolved differences between the EC partners over the attitudes to adopt to the changes now taking place in eastern Europe.

Mr Hans-Dietrich Genscher, the West German Foreign Minister, outlined his view that the existing institutional structures for ties between eastern and western Europe — such as diplomatic relations and trade links — were now exhausted. He called for new models of association falling short of actual membership for east bloc countries of the European Community.

Mr Genscher's ideas do not

A BIG demonstration for political reform is set to take place today in Leipzig, increasing pressure on Mr Erich Honecker, the East German leader, to resign, writes Leslie Collett in Berlin. In East Berlin television acknowledged that nearly 1,200 East Germans who had sought refuge at the West German embassy in Warsaw would be issued exit papers for the West.

appear to have been received with much enthusiasm by his colleagues. Mr Delors, however, said that events in eastern Europe "demand an acceleration of the process of construction of the Community", or at least a reaffirmation of the EC's determination to act together on this question.

He said that the discussions he had launched in January on ways of deepening the EC's links with countries in the European Free Trade Association could provide a basis for discussions with the Eastern bloc countries.

The ministers also agreed informally to launch two new initiatives in the Middle East. These would involve an effort to revive the mission of the "trouva" of EC countries aimed at supporting the five-point plan of Mr James Baker, the US Secretary of State, for reopening Arab-Israeli dialogue; and a decision to make a joint EC statement on Lebanon.

WORLD ECONOMIC INDICATORS

RETAIL PRICES (1985 = 100)					
	Sept '89	Aug '89	July '89	Sept '88	% change over previous year
Japan	106.0	106.0	105.3	102.9	+3.0
Netherlands	102.0	101.5	101.2	100.7	+1.3
W Germany	104.5	104.2	104.3	101.3	+3.1
UK	123.3	122.4	122.1	114.6	+7.6
Belgium	106.4	107.8	107.5	104.7	+3.5
Aug '89	July '89	June '89	Aug '88	Aug '88	% change over previous year
Italy	124.1	123.9	123.7	116.8	+6.3
US	115.9	115.7	115.4	110.8	+4.6
France	113.0	112.8	112.5	108.3	+3.4

Source: (except US) Eurostat

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Grey-haired Sisulu goes home to continue the fight

Freed black leaders will be seeking a way to work with a new breed of activists, reports Patti Waldmeir



Walter Sisulu leaves prison.

THE white lounge suite had been shampooed, the crates of vegetables delivered. And the goat was tethered behind the house, looking philosophical about his fate.

At the modest home of Mrs Albertina Sisulu at Orlando West, a suburb of the shapeless black township of Soweto outside Johannesburg, everything was ready for the biggest feast in Sisulu family history. All that was missing was Mr Walter Sisulu, the husband, grandfather, and father who had not been home for 26 years.

At 5.26 yesterday morning, the South African police finally delivered the grizzled and bespectacled 77-year-old to the wife who raised eight children without him, and to the many grandchildren who have been born during his quarter-century in prison.

"It's good to be home," Mr Sisulu told the groggy press corps, rewarded for their all-night vigil. "Let me see my wife."

But judging from the scores of anti-apartheid leaders and friends who packed the tiny rooms of the family's three-bedroom bungalow, Mr Sisulu cannot have had much time for a tête-à-tête with Albertina, a formidable national leader in her own right.

Among them were Mr Cyril Ramaphosa, the country's most

powerful trade unionist, and Mr Murphy Morobe, a leading figure in the banned United Democratic Front. In the days to come, they will no doubt prove valuable lieutenants to Mr Sisulu and the other released leaders.

In other parts of the smog-filled township, the police made similar deliveries to the homes of Mrs June Mlangeni and Mrs Caron Motsaedi, where the neighbourhood welcoming committees were clearly well prepared for the return of Mr Andrew Mlangeni and Mr Elias Motsaedi.

Little girls in party dresses wore bows in their hair, in the colours of the banned African National Congress, while the ANC's black, green and gold flag hung above the freed prisoners' front doors. Every blank bit of wall, every electricity junction box carried welcoming messages or slogans in support of "MK" — Umkhonto we Sizwe, the military wing of the ANC.

Both men were jailed for life because of the senior roles they played in MK; yet the wall outside the Mlangeni house carried a sketch of an AK-47 rifle, freshly done in glistening black paint, and songs in praise of MK were sung by bands of supporters outside each of the released prisoners' houses.

In the streets of Soweto, pub-

lic reaction to the releases was muted, with only small groups of activists gathering to mark the homecomings. For the most part, the released men were allowed to savour their joy in private.

But when they did appear, their conservative suits and grey heads made a sharp contrast to the liberation tee-shirts and jeans of the young activists and the newer, more radical and less tolerant politics of the comrades — could prove a formidable task.

For the "comrades" — the township activists, many of them teenagers, who run the political life of Soweto — were very much in evidence yesterday. They kept spectators away from the homes of the released men — one of them held a quirt, a whip whose use by the riot police was recently

banned — and appeared to be giving the former prisoners orders on what they were allowed to say to the press.

Bridging the gap between the two generations of liberation politics represented in Soweto yesterday — between the African nationalist tradition of men like Mr Sisulu and the newer, more radical and less tolerant politics of the comrades — could prove a formidable task.

Over the next few weeks and months, the released leaders will no doubt be seeing how best to integrate the two traditions.

What is clear is that they will do it under the banner of the ANC. For over the past few weeks, the ANC flag has been

flown ever more publicly and its slogans proclaimed more loudly.

And with seven of the most senior members of the organisation now free to go about the business of liberation politics, a leadership structure for the organisation can be said to exist internally for the first time in many years.

"Viva ANC" was the cry throughout Soweto yesterday. And on Saturday in Cape Town, the South African flag was pulled down from outside the Parliament building, and an ANC flag flown in its place.

The "liberation" that ANC activists speak of will still be a long time coming. But yesterday's releases can hardly help but quicken the political pace.

Angolan peace talks held in France

EFFORTS to revive the Angolan peace process, which collapsed soon after last June's ceasefire, were under way at the weekend as all parties to the conflict gathered in the southern French chateau of Zaire's President Mobutu Sese Seko, Our Foreign Staff writes.

The talks will be attended by Mr P. Botha, the South African Foreign Minister, Mr Herman Cohen, Washington's Assistant Secretary of State for Africa, and Mr Jonas Savimbi, the head of the Unita guerrilla movement in Angola.

Mr Pedro de Castro van Dunem, Angola's Foreign Minister, discussed the civil war with

President Mobutu on Friday and is said to be in Monaco waiting to be called into today's talks.

After a meeting last week with Mr John Major, the British Foreign Secretary, Mr Savimbi hinted at the possibility of a new ceasefire by the end of October.

A central problem in the negotiations is believed to be Unita's refusal to accept the interpretation of the peace agreement that has been advanced by Mr Kenneth Kaunda, the Zambian President, under which Mr Savimbi would have to go, at least temporarily, into exile.

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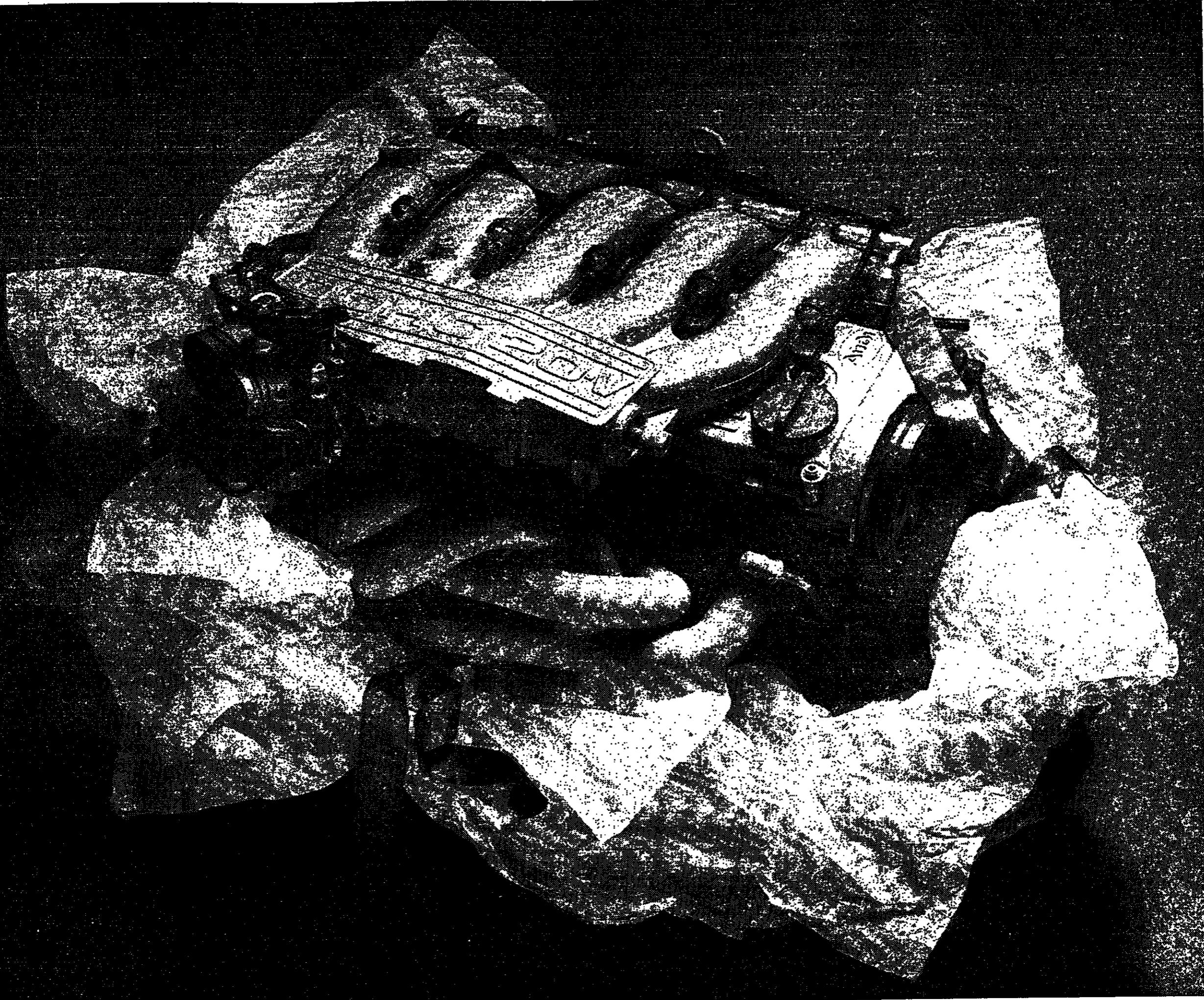
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OVERSEAS NEWS

Bringing harmony to the Babel of Community accounting languages

Commission efforts have so far failed to deal with the confusion and a unified system is still a long way off, David Waller reports

ACCOUNTING is the language of business. In an ideal world, all businesses should speak the same language, so that investors, bankers and competitors could look at two sets of accounts from two companies in a similar sector but in different countries, and make uncomplicated comparisons between the two.

Harmonisation of accounting rules would be especially desirable in the European Community, where trade barriers are supposedly coming down and capital flows from country to country are to be liberalised. But what in fact exists is a confusion of accounting tongues which the efforts of Brussels have so far failed to address.

The European Commission began its attempt to reconcile accounting rules long ago.

The Fourth Directive - covering basic accounting rules for limited companies - took 15 years to develop and was adopted in 1978. The Seventh Directive - on consolidated accounts - also enjoyed a long period of gestation before being adopted in 1983. Another directive deals with accounting in the banking industry.

The Fourth Directive did

have a major impact on Community-wide accounting rules and has influenced standard setting in countries belonging to the European Free Trade Association.

A research document from the Fédération des Experts Comptables - an organisation representing Europe's accounting bodies - is to be released this week and will show that a high level of basic harmonisation has been achieved.

Yet a number of factors have militated against its success. One was a matter of time: all member-states were late in incorporating it into national law, and some have still to do so, namely Italy, Portugal and Spain.

Critics say that the legislation allowed too many options on certain knotty accounts and left too much flexibility to member-states where there were no options. Moreover, it ignored issues such as currency transactions, pensions and taxation.

The provisions of the Seventh Directive are radical. For the first time in many member-states, there will be a legal obligation for companies to present consolidated accounts.

West Germany, Greece, Luxembourg and the Netherlands

have so far introduced the directive into domestic law. The UK is doing so with this year's Companies Bill.

There is a growing feeling - among Brussels bureaucrats as well as practising accountants that a directive is really the wrong sort of instrument to bring about proper harmonisation.

Mr Karel Van Hulle, the civil servant at the European Commission with responsibility for this area, wrote in a recent article in *Accountancy*, the journal of the Institute of Chartered Accountants in England and Wales: "There is still a long way to go before the harmonisation process is complete."

"Directives may not be the ideal tool to continue the programme - they take years to develop, while accountancy is constantly changing and evolving. So we need to look at other ways of keeping up with those changes."

The forum for this debate is a conference which the Commission is organising for January next year. This is to be attended by representatives of governments of the member-states as well as from standards-setting bodies and interested parties representing

investors and other users of accounts. They will be confronted with the reality of a host of different accounting systems within the Community.

These have managed to retain their distinctive characteristics, as if the directives had never existed. The two extremes of opinion - indicative of deep-rooted cultural differences - are represented by the UK on the one hand and West Germany on the other.

The UK approach - followed broadly by the US, Australia and other parts of the English-speaking world - is practised by its supporters for its flexibility and condemned by critics for its laxity. The West German approach is much more *directive* and legalistic, and is to be found to a lesser degree in many other Continental European countries.

Although UK company law does not impinge on accounting requirements - especially in the light of the Companies Act 1980 which incorporates the EC's Fourth Directive - the essence of the UK system is that standards setting is handled by the private sector rather than government.

Accounts have to be prepared in line with Statements

many are still on opposite sides of a philosophical divide.

West German accounting bears the strong influence of tax law and regulations. There are no formally codified accounting standards. There is a wide discrepancy between what private and public companies must disclose.

Profits can be smoothed by using undisclosed reserves such as only banks maintain in the UK. Financial reporting must be "true and accurate".

This means a degree of rigour which does not make it easy for accountancy to evolve in response to changing business circumstances.

Rigorous though the requirements are, there is less disclosure than in Anglo-Saxon accounting regimes. There are no binding requirements to present funds flow statements, or information on pensions, earnings per share and directors' interests, for example.

Observers say the different systems reflect different economic circumstances. Many West German companies are privately owned, they argue. Even those that are not will be financed largely by banks rather than via the capital markets.

The banks, often with a

French shoe manufacturer which refused to publish its accounts last year because its major competitor, an Italian company, was not as yet bound by the Fourth Directive.

Anecdotal evidence suggests that few finance directors in the EC are abreast of these issues, and even fewer ordinary businessmen. But accountants close to the debate are afraid that next January's conference in Brussels could give rise to a set of European accounting standards to supplement the Directives, backed with the full legislative might of the Commission.

This would give rise to three tiers of standard: international (as practised by the International Accounting Standards Committee, a body with no power but great influence, and committed to the Anglo-Saxon approach); national; and European. This is a recipe for confusion and it is inevitable that businessmen - once they realise the threat to their own dialect of the language of business - will square themselves for a fight with the regulators.

Whatever happens in Brussels next January, it would seem that harmonisation of accounts across the Community is still a very long way off.

Oslo set to unveil new Cabinet

By Karen Fossel in Oslo

AFTER a month of delicate negotiations, Mr Jarl P Syse, Norway's new Conservative Prime Minister, today announced appointments to his Cabinet.

This will be made up of the tripartite centre-right coalition which has formed Norway's new minority government. Mrs Gro Harlem Brundtland on Friday stepped down as prime minister, after presiding over a minority Labour government for nearly 3½ years. She resigned to avoid a no-confidence motion in the 165-seat legislature following Norway's inconclusive September election.

As she presided over the most turbulent economic period experienced by Norway since the 1930s, Mrs Brundtland's tough policies have included a virtual wage freeze, halting runaway private consumption.

Norway's oil-dependent economy was hit in 1986 when world crude prices plunged to their lowest level in over 10 years. Mrs Brundtland's prescription has reined in rampant inflation to 4.8 from 10 per cent.

But the cost of her austerity measures has been high. Norway's unemployment rate has risen to 130,000 (6.4 per cent), its highest level since the depression. The prevailing high jobless rate probably cost her the election.

The new tripartite coalition, which commands just 62 parliamentary seats, is dependent on tacit support from the resurgent right-wing Progress Party, with 22 seats. In contrast, the main socialist bloc has 80 seats. Across-the-board support has not been guaranteed by Progress, casting doubt over how long the new government can last. *Ad hoc* deals

will have to be made with Progress, which earlier swung a parliamentary vote to put Mrs Brundtland in power.

In the new Cabinet, the Centre is expected to get the municipalities and possibly the trade ministerial posts, while the Conservatives are expected to get finance and defence, leaving the Christian People's party with the foreign ministry and oil and energy.

But the first true test of the coalition is that of dealing with the country's national budget proposal, presented by Labour last week, which provides the basis for an alternative tripartite proposal in which no radical changes are expected.

The proposal presents the greatest difficulties for the Conservative Party, which pledged a new economic course based on tax relief and moderate government spending of less than the GDP increase.

Liège, a Belgian city with a reputation for piety, is one of the worst single offenders, with debts of BFr30bn, towns such as Ghent and Antwerp are not far behind.

At the time, there is no chance that the government - whose deficit at about 7 per cent of GDP is among the highest in Europe - will bail it out.

Instead, it is up to the banks and the local Walloon regional council to help, but neither is willing to do so unless Liège agrees to a radical austerity package which would include laying off 1,000 workers.

This is evidently not popular with the people of Liège, but outsiders take recent events as a sign that Belgium's regional reforms are working.

"One of the good effects of the devolution of power has been that this kind of thing can be kept a purely Walloon matter."

"Under the old arrange-

ments, the people would have come to saving money in politically unpopular ways.

In May, the Flemish authorities caused a small storm in Limburg by their decision to shut down Belgium's last big coal mine - a decision which had previously proved incapable of taking Liège to its budget, it cannot afford to bail out Liège.

But the bank has refused to provide any money without the guarantee of the Walloon region, which in turn has insisted on an 18-point austerity package, not dissimilar to IMF demands on a Third World debtor.

The town council has reluctantly agreed to all but one - the requirement that it fire one fifth of its workers.

In the end, however, it is going to have to give in or see

its town fall into a state of anarchy.

Mr André Coops, the Walloon minister in charge of the regions, has no intention of moving. "I am not the kind of person who can be blackmailed," he keeps on saying flatly. For him, this is a test case. For the workers of Liège, it is also a test case of the principle of job security for public employees. But it seems only a matter of time before that principle is abandoned.

Already, 26 members of the town council, including Mr Edward Close, the Socialist mayor, are prepared to accept the programme, while exactly as many oppose it. A fifth member who backs the scheme is in Brazil at the moment. An important issue for Liège and for other Belgian towns waits on his return. Until then, the rubish will continue to mount in Liège.

High-living Liège pays for its spending sins

By Lucy Kellaway in Liège

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FINANCIAL TIMES CONFERENCES

WORLD BANKING: EUROPE AFTER THE DELORS REPORT

London, 30 November & 1 December, 1989

The keynote speaker at this year's World Banking Conference will be Jacques Delors, President of the Commission, who will review developments since the publication of his Report on the European Economic and Monetary Union. Peter Lilley, MP, the new Financial Secretary, will discuss the attitude of the British Government and John Smith, Shadow Chancellor of the Exchequer, will give an Opposition view. A number of experts including some enthusiastic for the Delors blueprint, others reserved and some opposed, will speak on the Report and possible alternative approaches. They include Samuel Brittan, Lord Jenkins, Dr Roland Vaubel, Giese Kestling and Professor Patrick Minford. Alan Clements of ICI will give the view of a leading European corporation, while Clifford and Stanislaw Yassukovich, who co-chairs with Lord Rolf, will address the conference on the impact on London, a subject that also features a contribution by Peter Leslie of Barclays. After the recent Spanish decision to join the EMS, there will be particular interest in the contribution by Miguel Boyer of Carter Central.

THE FOOD AND DRINK INDUSTRY IN EUROPE

London, 28 & 29 November, 1989

After a long interval the FT sponsored a Food and Drink industry conference some eighteen months ago whose thrust was mergers, acquisitions and alliances in Europe. This proved to be a most successful event and another has been planned for the end of 1989.

The agenda features papers by Ray Mac Sharry, Brussels Agriculture Commissioner, John Gummer, MP, the new British Minister and industry leaders including Camillo Pagani of Nestle, Professor David Stout of Unilever, George Bull, International Distillers & Vintners, Michael Jordan of PepsiCo Worldwide Foods, Michael Foster, Courage Limited, Anthony Greener, United Distillers plc and Domenico Bartoli of Parmalat SpA.

The changing shape of the European Food and Drink industry will feature on the agenda as it did last year and developments in markets and segments will feature strongly. The problem of safety and standards will also be thoroughly discussed. Riccardo Perisich will comment upon the Commission's design for the Community Internal Market and how it will affect the food and drink industry.

WORLD TELECOMMUNICATIONS

London, 4 & 5 December, 1989

The FT's annual conference on World Telecommunications will take place at a time when the industry is facing its most dramatic period of change. The two-day meeting will commence with a major forum reviewing the developing pattern of deregulation. Speakers on the European approach to telecommunications will include M. Paul Quiles, French Minister of Posts, Telecommunications & Space, Dr Christian Schwarz-Schilling, West German Minister of Posts & Telecommunications and Ing Marino Benedetti, Counsellor, Società Finanziaria Telefonica, pa. Competition in the US telecommunications market will be reviewed by Mr Alfred Sikes, newly appointed Chairman of the Federal Communications Commission, and the Japanese experience of deregulation will be given by Mr Etsuko Kusaka, Executive Vice President & Representative Director, Nippon Telegraph & Telephone Corporation.

All enquiries should be addressed to:
Financial Times Conference Organisation
126 Jermyn Street, London SW1Y 4LU
Tel: 01-925 2223 (24-hour answering service)
Telex: 27347 FT CONF G Fax: 01-925 2125

The new session at Westminster: TV and turmoil MP's return to assault Government on economy

By Michael Cassell, Political Correspondent

noon leave for the Commonwealth heads of government meeting in Kuala Lumpur, returning in 10 days time. Before she departs, it is likely that she will see Mr Nigel Lawson, the Chancellor, to discuss government strategy in response to the latest situation.

Her absence means that Sir Geoffrey Howe, the Deputy Prime Minister, will appear tomorrow at the despatch box in the House of Commons to answer questions from Mr Neil Kinnock, the Labour leader.

For the first time, television cameras will be operating, although the pictures will not be publicly televised until the State opening of Parliament on November 21.

Mr Lawson will come under attack from Labour for his insistence on high interest rates when he answers Treasury questions on Thursday. On the same day, he will make his annual Mansion House speech and, in three weeks' time, he is

expected to make his autumn statement to MPs.

The opposition plans as early as possible to use its own Commons time to maintain the assault on the government's economic strategy and to expose what it sees as continuing policy differences between Mrs Thatcher and Mr Lawson.

The start of the Commons overspill period, in which MPs will complete the passage of legislation outstanding from the summer, comes before the Treasury has completed departmental negotiations on 1990-91 spending programmes.

With three key departments — Education, Transport and Social Security — yet to settle, a decision is possible this week on whether the "star chamber" — a circle of close advisers — needs to be established.

If agreement on budgets cannot be reached within the next few days a special Cabinet committee under the chairmanship of Sir Geoffrey will be set up.

Dons threaten exams boycott

By David Thomas

BRITAIN'S ASSOCIATION of University Teachers yesterday threatened to boycott this year's university exams and disrupt admissions of new students next year, if the Government fails to release enough cash for a substantial pay rise for dons.

The Association's governing council, meeting in London at the weekend, instructed the union's leaders to draw up a programme of industrial action to support its pay claim.

Union activists believe there might have to be a re-run of this year's bitter dispute in which dons implemented an exams boycott. The union is claiming a 27 per cent increase for 1990-91.

Superstore offers jobs to older employees

By Fiona Thompson, Labour Staff

B&Q, the do-it-yourself retailer, will open its newest superstore this Friday with a staff recruited almost entirely from the over 50s.

The recruitment of mature staff is part of the company's programme to deal with the demographic timebomb which threatens to create staff shortages in the 1990s.

"By 1993 there will be 1m fewer school leavers coming onto the job market than in 1987," said Mr Jim Hodgkinson, chief executive of B&Q. "It is to older people and women returning to work that employers will have to turn to fill this gap."

To attract the 60 new employees needed for the

superstore in Macclesfield, central England, B&Q arranged two open days earlier this year for older people to come and discuss job opportunities. More than 400 men and women attended each session and 600 people subsequently applied for jobs.

The company developed an off the job training scheme for the 60 staff, specially designed to meet the needs of the mature recruits.

B&Q believes the over 50s will add a positive dimension to their store teams. They have experience, customers feel confident about taking advice from them, and staff turnover is much lower, Mr Hodgkinson said.

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UK NEWS

Sexual inequality in earnings still high

By Fiona Thompson

PAY DIFFERENTIALS between men and women in non-manual employment are wider now than at any time since the Equal Pay Act came fully into force in 1975, according to an Equal Opportunities Commission report out today.

Men receive higher basic pay than women than because of widespread job segregation. Women work in different and lower paid occupations than men and are concentrated in the lower grades of payment structures.

The report, Women and Men in Britain 1988, points out that the pay differentials are wider for men in white collar jobs than for manual workers. Full time female manual workers earn 72 per cent of the average hourly pay of male manual workers. Female full-time white collar workers earn only 61 per cent as much as their male counterparts.

For part-timers the situation is even worse. Female part-timers in manual work earn 64 per cent and female white collar part-timers just 49 per cent of their male full-time equivalents.

An "overwhelming picture of inequality in Britain" is what emerges from the report's findings, according to the EOC. As well as earning less than men, women take on the main responsibility for childcare and looking after elderly dependents; they are segregated into traditional jobs and held back by lack of training and childcare facilities.

Launching the report, Ms Joanna Foster, chairwoman of the EOC, said: "Despite the urgent national shortage of skills, at a time when international competition is increasingly challenging Britain's ability to perform, these statistics illustrate all too powerfully how traditional attitudes and lack of flexibility or willingness to adapt, still hold women back."

Career prospects for girls and boys are affected by the subjects studied and exams taken. Women make up about two-fifths of the labour force and their share is expected to have increased to 44 per cent by the end of the century.

Retailers face hard times, survey says

By Peter Norman, Economics Correspondent

RETAILERS face a grim outlook with the latest increases in mortgage rates likely to restrict already subdued sales, the latest Confederation of British Industry/Financial Times distributive trade survey suggests.

The survey of nearly 500 companies in the retail, wholesale and motor trades found sales growth reported by shops and stores in September was little changed from the first half of this year and well below that of a year ago.

The survey, which was mainly carried out last month before the recent increases in bank base rates and mortgage rates, disclosed a slight quickening of the annual growth rate of retail sales in September compared with the August survey.

The report, Women and Men in Britain 1988, points out that the pay differentials are wider for men in white collar jobs than for manual workers. Full time female manual workers earn 72 per cent of the average hourly pay of male manual workers. Female full-time white collar workers earn only 61 per cent as much as their male counterparts.

For part-timers the situation is even worse. Female part-timers in manual work earn 64 per cent and female white collar part-timers just 49 per cent of their male full-time equivalents.

The survey reflects "a level of trade in the high streets that can only be described as subdued," Mr Whitaker said.

"With sales growth already

low, another mortgage rate increase now means that the outlook for retailers in the coming months is likely to be tough," he said.

Mr Whitaker said that the last two surveys provided evidence that the slowdown of consumer demand, which is sought by the Government to cut inflationary pressures, is being sustained.

Financial markets will be looking for further evidence of the slowdown today when the Government publishes its provisional data on retail sales in September. Among City analysts, the consensus is that retail sales will show a seasonal adjustment of 0.3 per cent increase compared with August.

The survey found that clothing shops reported the best sales increases last month, while retailers of durable household goods, bookmakers and stationers and shops selling household textiles, furniture and carpets all said sales were lower than the year before. After a sharp drop in sales last month, motor traders expect a further sales decline in October and plan to cut back their orders to suppliers, the survey disclosed.

Public sector pay policy faces changes

By Michael Smith

PUBLIC SECTOR pay determination will follow the recommendations in last year's Ibs Report to create independently operating executive agencies from government organisations.

The changes include a move towards greater pay flexibility after a decade of relative stagnation.

"Our conclusions refute any notion that comprehensive 'attack' or set of 'reforms' occurred during the 1980s," the authors say.

The National Health Service and the civil service will bear most of the early reforms. In the NHS, there could be substantial changes where hospital trusts choose to "opt out" and become largely self-governing

corporations.

The civil service changes will follow the recommendations in last year's Ibs Report to create independently operating executive agencies from government organisations.

Jobs in them are expected to be allocated to pay bands, based on job evaluation, with pay increases determined by achievement.

Selective increases and pay allowances are likely in response to recruitment and retention problems.

The proposals develop the more flexible approach already in the pay structures agreed recently with a range of civil servants.

APPOINTMENTS

Changes at J.M.Jones

Montague Corporate Banking

■ Mr Colin H. Parkinson has joined STANDARD CHARTERED MERCHANT BANK as an executive director. He was with J. Henry Schroder Wag & Co.

■ MI GROUP has appointed Mr Bob Edgall as broker division manager. Bristol, he was with Abbey Life.

■ Mr Ian Farnsworth has been promoted to the new post of general manager, European businesses, in NATIONAL WESTMINSTER BANK's international businesses sector. He was director of European business.

■ THE INSTITUTE OF MANAGEMENT SERVICES has appointed Mr Alan Evelyn as director from October 30. He was secretary, Finance House Association.

■ Mr C.M. Winter, group chief executive of The Royal Bank of Scotland Group, has been

chairman following the retirement of Mr Hugh MacMichael. Mr Charles Sharp, managing director, is to become group chief executive. Mr Fraser is chairman of Fraser & Partners.

■ Mr Gis MacMillan has been appointed senior assistant manager at THE ROYAL BANK OF SCOTLAND's franchise and licensing department, Edinburgh.

■ Mr Andrew Thomas has been appointed managing director of the ANGLO INTERNATIONAL GROUP, Isle of Man. He was finance director.

■ Mr David T. Jordan has become managing director of John Nugent Construction, Nugent Projects, and Nugent Smallwards, and has joined the board of the parent company, THE NUGENT GROUP. He was a director of the Lesser Group.

■ Mr Tom Ekin has been appointed chairman of the LINEFIELD GROUP. Formerly vice chairman, he succeeds Mr Peter Larmer who has retired. Mr John Robinson has been appointed managing director of Ulster Weavers, a subsidiary.

■ ALEXANDERS HOLDINGS has appointed Professor Sir Alan Peacock and Mr Robert Ian Coleman as directors.

■ BARCLAYS precious metals dealer

■ BARCLAYS global treasury services has appointed Mr Michael Olliff-Lee as head of precious metals dealing. He was vice president and head of precious metals at Utica Bank of Switzerland's London branch.

■ BRUCE LINDSAY BROTHERS, Edinburgh, has appointed Mr Ken Fraser as

operations director. Mr Peter Haining Johnson has been promoted to dealing director at HOENIG & CO.

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UK NEWS

Gould promises curbs on new mortgage lending

By Michael Cassell, Political Correspondent

A LABOUR government would impose controls on new mortgage lending in order to curb the unprecedented explosion in building society credit and to help drive down inflation, Mr Bryan Gould, Labour's trade and industry spokesman, said yesterday.

Mr Gould, who warned that a stock market fall could, on top of a massive trade deficit, high inflation and high interest rates, push Britain "over the brink into recession" attacked the Chancellor's high interest rate policy.

He said Labour would implement more specific measures to deal with inflation in a way that did not handicap efforts to build up the supply-side strength of industry.

Speaking on London Weekend Television, he claimed there was no possibility of British industry escaping recession if interest rates remained at present levels. Labour, he said, would be committed to getting them on to a steadily downward path and would rely on other instruments to deal with the short-term problem of excessive demands.

In calling for credit controls, Mr Gould acknowledged that 85 per cent of personal credit repaid mortgages, where he said unrestrained lending had



Mr Bryan Gould: attacked high interest rate policy

been rising too quickly. Special conditions would apply to first-time buyers, so as not to prevent them getting on to the home ownership ladder.

With Mr John Smith, Labour's shadow chancellor, today beginning a tour of European countries to discuss a range of economic issues with finance ministers and central bankers, Mr Gould said his party was right to explore the conditions on which a Labour government would take Britain into the exchange-rate mechanism of the European Monetary System.

Mr Neil Kinnock, the Labour leader, has called on the government to begin immediate talks on entry. Mr Gould, who is known to have deeper reservations than some colleagues about ERM benefits, said it would help in the fight against inflation, but would provide no guarantee of success.

Labour has set down four points contingent upon entry into the ERM, involving the rate at which Sterling enters, central bank swap arrangements, a co-operative growth strategy and progress on European regional policy.

Party leaders have been anxious not to describe the points as preconditions, although that is how they were described.

Ashdown to announce result of name ballot

By Michael Cassell, Political Correspondent

MEMBERS of the Social and Liberal Democrats are understood to have voted decisively in favour of adopting the short title Liberal Democrats for their party.

The result of a ballot among members will be announced today by Mr Paddy Ashdown, the party leader. He hopes it will end the continuing internal controversy over the issue, which is thought to have proved electorally damaging.

The choice of a popular name for the party has remained largely unresolved since it re-established itself after the split with the Social Democratic Party. Many members have been determined to see the short title incorporate the word Liberal.

Mr Ashdown averted a damaging row at last month's annual conference by keeping the issue off the agenda and promising a full ballot of the party's 88,000 membership.

The party leadership hopes that the decision will mean an end to the continuing confusion, which led to MPs, election candidates and rank-and-file members using a range of hybrid titles.

Sky gets five-year commitment

By Raymond Snoddy

MR Rupert Murdoch promised yesterday he would keep his satellite venture, Sky Television, going for at least five years, even though it is at present losing more than £2m a week.

Mr Murdoch, chief executive of News Corporation, made the pledge in a television interview on the Channel 4 series *Answering Back*.

The series is constructed around interviews with senior businessmen, financiers and politicians, conducted by Ms Mary Goldring, a former journalist with the magazine *The Economist*.

Mr Murdoch conceded publicly for the first time that losses for the first year of the four-channel satellite service, which was launched in February, might reach £120m.

Nevertheless, he went on to emphasise that his primary enthusiasm was and would remain newspapers.

He insisted that his newspapers were instruments for good and not merely vehicles for making money.

He said: "I think our papers have high moral values, absolutely. And if they don't, they should have."

He predicted a strong revival of religion in the UK, in which families of people who were now better off would be looking for a moral dimension to their lives.

Mr Murdoch said that The Sun, and by implication himself, was not Tory but Thatcherite.

He explained: "Toryism to me, that word is conservatism and privilege and the old



Rupert Murdoch: satellite losses may reach £120m

world. Thatcherism is change for a new world and opening up opportunity for ordinary people in this country."

Chancellor advised to end stamp duty

By Peter Norman, Economics Correspondent

STAMP DUTY should be abolished in the next Budget to help to maintain London's attractions as an international financial centre and enhance the mobility of labour in Britain, according to a report from the Adam Smith Institute, the free-market think tank.

The report, by Mr Nicolas Gibb, points out that stamp duty brought in only £2.4m in revenues in 1988 to 1989 - only 1.3 per cent of the £185m of government revenue that year.

Mr Gibb says the 0.5 per cent stamp duty levied on share transactions put the London equity market at a competitive disadvantage compared with France and West Germany, where rates of tax on the transfer of shares are significantly lower than in Britain.

Duty to Report, by Nicolas Gibb, Adam Smith Institute, PO Box 316, London SW1P 3DZ, £7.

Hambros venture arm plans further expansion

By Charles Butcher

HAMBROS European Ventures (HEV), the European management buy-out and development capital arm of the Hambros banking group, is expanding its activities.

The Industrial Bank of Japan has become its first foreign investor, with a commitment of £25m, while Hambros plans a further increase in the total funds it manages from the present level of £15m to between £30m and £75m.

Hidden fees 'increase costs for pension funds'

By Barry Riley

HIDDEN FEES continue to be incurred on a large scale by UK pension funds, according to a survey of British pension schemes by the US consultants Greenwich Associates.

Although the average fee charged by external portfolio managers is 1.9 basis points (0.19 per cent) the consultants estimate that the extra charges, which may be imposed more frequently than many schemes realise, bring

total costs up to the 25-30 basis points range.

More than 90 per cent of scheme officials said that they would prefer a "clean" charging basis. That would bring typical charges closer to the levels in the US, which average 3.6 basis points.

UK Pension Funds 1988, Greenwich Associates, Office Park Eight, Greenwich, Connecticut 06830, US. Tel: 203 629 1200.

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It's hard to see what an empty can can do for the environment.

And millions of them are thrown away every day.

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deal more than others: by not being around for long. They're much easier to recycle than cans of other metals; and glass or plastic bottles, for that matter.

Simply pass a magnet over the rubbish at a waste-treatment centre and 90 per cent of the steel cans are removed.

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Recycling has always played a major part in steelmaking: more than for any other metal.

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Gases produced by some of our processes are used to fuel

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We even recycle dust. (In our stainless steel works it's a rich source of nickel and chromium.)

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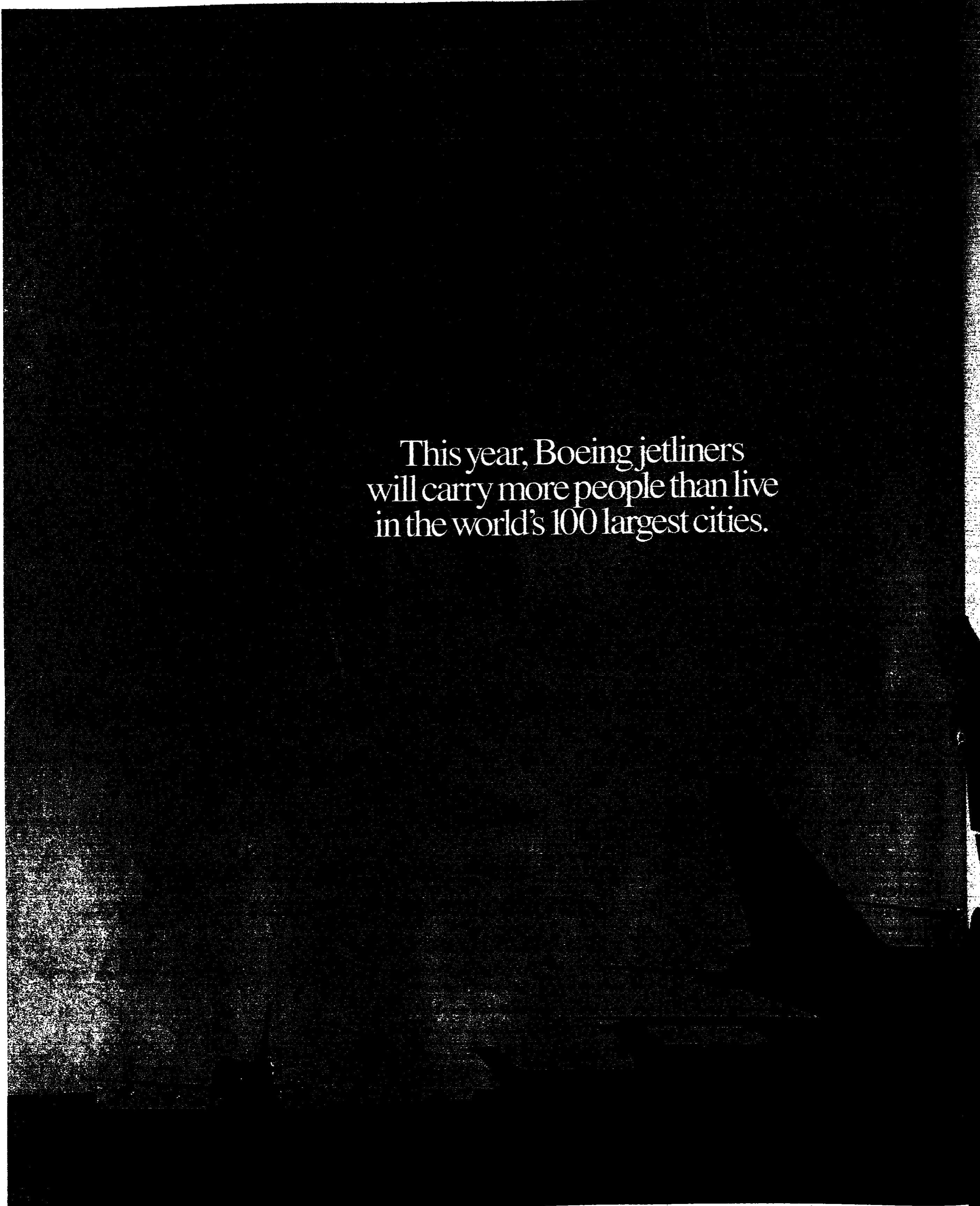
Take the sound-deadening steels we're developing. They'll do much to reduce noise-pollution: as feed-hoppers in factories, for example, and shielding for engines.

Then there are the thousands of tonnes of British steel in the Thames Barrier, the floodgates of London.

They're protecting the environment in a big way.

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That's more people than live in Tokyo. New York. London. Beijing.

Mexico City. Paris. Bangkok. Rio. Sydney. Cairo. And nearly a hundred other major cities.

The actual number of passengers will be about 675 million.

That sounds, of course, like an unbelievably large number.

But when you consider that Boeing airplanes take off or land about a million times a month, an

unbelievably large number becomes
largely believable.
Boeing. We don't just deliver
a lot of airplanes. We deliver a lot
of people.

BOEING

UK NEWS

Hospitals seek economies as cash runs short

By Alan Pike, Social Affairs Correspondent

THE NATIONAL Health Service will be at the centre of fresh political controversy this week, with hospitals saying they are again short of money and Mr Kenneth Clarke, the Health Secretary, taking steps to impose disputed contracts on family doctors.

A report to be considered by the executive of the National Association of Health Authorities will show that authorities throughout the country are facing shortfalls in the present financial year because of the effects of rising inflation. Many are already seeking economies.

Widespread bed closures and service reductions in late 1987, as health authorities fought to remain within financial targets, precipitated the situation that led the Government to decide on a review of the NHS.

Mr Clarke will be introducing legislation to implement the changes proposed in the review this autumn.

Another spate of financial difficulties while the bill was in Parliament would enable opponents to focus on one of their core criticisms of the reforms — that none of the Government's proposals will increase Britain's spending on health, which is low by international standards.

In last year's Autumn Statement Mr Clarke won a generous settlement for health that should have avoided the type of difficulty now emerging over hospital spending.

The real value of the settlement, however, depended on the course of inflation. The Government's cash allocations to health authorities assumed 5 per cent inflation, while health service managers now expect their costs to rise by around 7 per cent.

Pay awards, which have the biggest single effect on health authority budgets, were settled relatively early this year. That gave managers some breathing space in which to plan any necessary economies — but several years of pressure for improved efficiency mean the easy options have already been taken.

Mr Clarke will today announce that he intends to



Kenneth Clarke: will impose contracts on GPs

place regulations before Parliament imposing new contracts on general practitioners from next April.

The contracts — reflecting the spirit of the Government's health reform white paper, Working for Patients — will make GPs' pay more performance-related.

British Medical Association leaders reached agreement with Mr Clarke on the contracts in May, but were overtaken in a ballot of their members.

The BMA's general medical services committee will meet on Thursday to consider its reaction to Mr Clarke's decision to impose the contracts. Some doctors favour participating in a crisis for the Government by mass resignation from the NHS. Others have suggested such tactics as refusing to co-operate with administrative changes.

"I have never seen the profession with such seething discontent at every level," said Dr Michael Wilson, chairman of the general medical services committee, yesterday. He said doctors were now talking openly of resigning from the NHS, although that would be a last resort.

Mr Clarke, interviewed on BBC television's *On the Record* yesterday, said he did not think many doctors would want to withdraw services from the public in an argument over pay and conditions.

Straw seeks details of student loan indemnity

By John Mason

MR JACK STRAW, Labour's Education spokesman, yesterday demanded the publication of details of the indemnity that banks and financial institutions involved in the student loans scheme could be given to guard against possible policy changes by future governments.

In a letter to Mr John MacGregor, the Education Secretary, he said the indemnity being sought by the banks illustrated their lack of confidence in the long-term future of the scheme.

Mr Straw also said the scheme, while it would reduce students' income, would cost the taxpayer more than the grants system until well into the next century.

Meanwhile, the Government yesterday advertised for a managing director of the new student loans administration company at an annual salary of £55,000 plus bonus, David Thomas, Education Correspondent, writes.

The administration company, which will be owned by financial institutions but fully funded by the Government, is to be based in Glasgow and is expected to be fully operational by August.

The advertisement is a further sign of the Government's confidence that a range of high street financial institutions will agree to participate in the scheme, although none has formally done so yet.

For the past year or so, the manufacturers have had to cope with a rapid rise in imports fuelled by the strong pound. The value of clothing and knitwear imports into the

UK rose by 12 per cent to £3.1bn in 1988, according to the British Clothing Industry Association, and by 16 per cent to £3.6bn in the first half of 1989.

The £4.7bn clothing industry is one of the most labour-intensive areas of manufacturing, with a workforce of more than 220,000, concentrated in the inner cities. The industry is polarised between the huge production plants owned by Courtaulds and Coats Viyella, the giant textile groups, and the tiny sweatshops in the back streets of London, Glasgow and Manchester.

For the past year or so, the manufacturers have had to cope with a rapid rise in imports fuelled by the strong pound. The value of clothing and knitwear imports into the



Clothing shops are full of the latest fashions, but the customers are staying away.

UK rose by 12 per cent to £3.1bn in 1988, according to the British Clothing Industry Association, and by 16 per cent to £3.6bn in the first half of 1989.

The rise in imports has not only eroded the market share of UK companies but has put intense pressure on prices and margins.

Many manufacturers have been forced to choose between losing orders or keeping the business at unrealistically low prices.

Since the start of this year, the import issue has been made worse by the instability of the retail sector, with soaring overheads and sluggish consumer spending. Two of the

largest clothing groups, Shirehouse and Next, are also in internal disarray.

The uncertain economic outlook has already forced retailers to be more cautious about forward ordering. When spending slowed down in the spring, they also started to cancel orders.

Given that it takes so long for consignments of clothing to arrive from the Far East, the UK companies bore the brunt of the cancellations.

Retailers are also being forced together. In negotiating the price of new orders, Last month, Littlewoods wrote to the suppliers of its chain store division asking for retrospective discounts — believed to be

of about 3 per cent — on all orders placed since the start of this year.

It is not unknown for retailers to ask suppliers for retrospective discounts, but only for short periods. One Littlewoods supplier said he would pay the discount, but that it might "cripple" his business. He described Littlewoods' request as "absolutely scandalous".

The state of the retail sector is so unstable that credit periods are being prolonged, and manufacturers are starting to worry about whether they will be paid. One manufacturer said: "It is dreadful. We have not even had to think about retail bad debts for years."

Many companies have already experienced a fall in profits. Some have tumbled into losses. Others are struggling to accommodate an increase of about 3 per cent in labour costs at a time when prices are falling in real terms. Stocks are rising across the industry, straining cash flows.

The larger groups — such as Courtaulds, Coats Viyella and Response — have already resorted to redundancies. Mr John Wilson, director of the BCI, said that, so far, most companies had chosen to restrict their cost cutting to short-time working and material wastage. But trading was very tough, and "some companies are teetering on the edge".

The industry has at least the consolation that exchange rates are now markedly more favourable. The pound's recent weakness has ensured that UK companies are more competitive against Far Eastern competitors.

It takes six to nine months for currency changes to influence the flow of trade. In the industry, the industry should benefit from the weaker pound from early next year onwards.

However, last week's increase in base rates may jeopardise the chances of recovery.

Mr Martin Taylor, chairman of Courtaulds Textiles, said: "It was too soon to assess the impact of the base rate rise but it was bound to be negative."

In the meantime, all the industry can do is struggle along until conditions improve. Although, as Mr Wilson of the BCI says, there is a very real risk that some clothing companies simply will "not be able to last that long".

Clothing and shoe sales growth falls

By Maggie Urry

THE GROWTH rate of retail sales through clothing and footwear shops fell during the summer to levels not seen since 1982, but the outlook for 1990 is brighter, according to a report from Corporate Intelligence Group.

The retail research company says that clothing and footwear shops' sales rose sharply between 1985 and 1988, with growth in volume terms of 7 per cent to 9 per cent a year.

So far in 1989, volume

growth has dropped sharply, with volume static in June and down 3 per cent in July — the first monthly fall since 1981.

The report suggests that the volume of sales will rise by about 4 per cent to 5 per cent in 1990, taking sales to a level 75 per cent above that in 1980. The forecast assumes a reduction in interest rates.

Menswear shops have suffered more than women's wear retailers, with competition increasing from mixed goods

retailers such as chain stores. Volume has been falling since the last quarter of 1988.

Women's wear shops lagged behind the trend in menswear sales by six to nine months, and have seen volume growth in double-figure percentages for the last four years. Volume turned down only in June.

Retail Research Report. Corporate Intelligence Research Publications, 51 Dorothy Street, London WC1N 2LS. Annual subscription £655 for 10 issues.

Hallmark rise boosts jewellery trade

By Kenneth Gooding, Mining Correspondent

THE JEWELLERY trade's expectation of escaping the sharp downturn in demand that has affected most other retailers is boosted today by figures from the Assay Offices of Great Britain.

The Assay Offices report a 27.3 per cent rise in the weight of gold articles hallmark in the third quarter compared with the same month last year.

The figures, which are usually a barometer of the jewel-

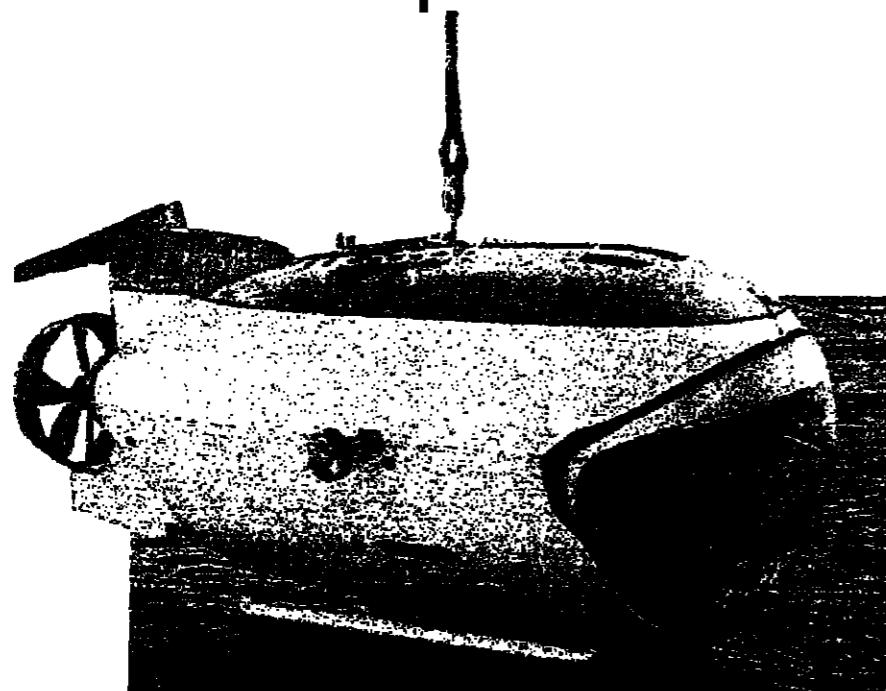
ery trade's expectations of consumer demand in the coming months, show that nearly 500 gold articles weighing just over 22m grams were marked in the quarter.

The weight of silver items hallmark also rose strongly, by 12.2 per cent to 16.3m grams.

As usual, platinum jewellery lagged behind gold and silver.

In the quarter, the weight of platinum articles hallmark rose by only 4.3 per cent to just under 12,000 grams.

Our composite know-how goes very deep. Down to 6000 metres, in fact!



Deep sea research at new depths.

Man is now capable of exploring up to 80 percent of all ocean floors. Neste's subsidiary, Exel Oy, has developed a syntactic foam which allows deep sea research vehicles to descend down to 6000 metres instead of the former 2000.

In developing this syntactic foam, Exel has used the very latest findings of composite technology. The Exel foam is composed of microspheres and thermosetting resin. It does not absorb water, resists enormous pressure and, at the same time, remains as lightweight as possible.

The project, which was carried out in cooperation with the Finnish deep sea research vehicle manufacturer, Rauma-Repolu Group, is just one example of Exel's product development. Their ski pole, to take another example, proved to be so effective and advanced it was accepted only after the Calgary Olympic games.

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Neste Shipping specializes in transportation of gas and chemicals, often in severe arctic conditions.

Neste Gas imports and distributes natural gas as well as takes care of the network operations.

Neste Battery covers a wide range of products from starter batteries to industrial batteries and it has production plants in several countries in Europe.

Neste Advanced Power Systems develops and markets internationally solar and wind power systems, and is active in electric vehicle developments.

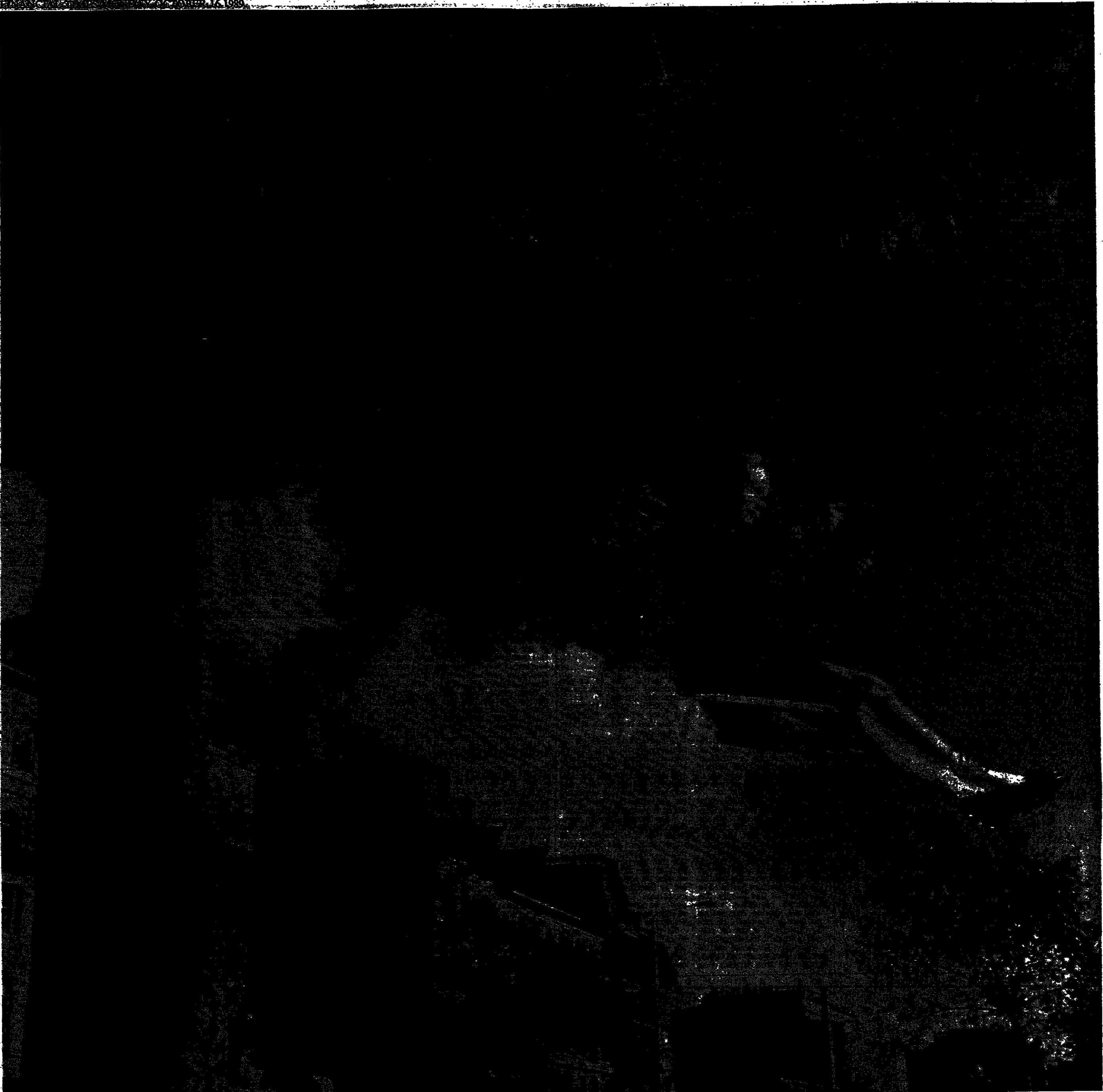
Neste has customer service, sales companies and production plants all over the world. The work performed by Neste's research and development groups in several product sectors has been recognized internationally. One example being Neste's role as one of the world's leading developers of special plastics.

Neste's investment in customer service, product development and research is significant and continuous.

Neste operates worldwide: Austria, Belgium, Canada, Denmark, FRG, France, Greece, Hong Kong, Italy, Japan, The Netherlands, Norway, Portugal, Saudi Arabia, Spain, Sweden, Switzerland, Turkey, U.A.E., U.K., U.S.A., U.S.S.R.

For further information please contact: Neste Oy, Head Office, P.O. Box 20, SF-02151 Espoo, Finland, Phone int. +358-0-4501, telex +358-0-450447

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PIONEER ELECTRONIC CORPORATION

The undersigned, being the Agent of Caribbean Depository Company N.V., announces that Pioneer Electronic Corporation has declared an interim dividend of 10 cents per share for the financial year 1989, which will be payable as from October 20th 1989 at the office of Pierson, Heldring & Pierson N.V.

This distribution, which has been converted into U.S. dollars pursuant to section 4 of the Deposit Agreement will be available to holders of CDRs against surrender of coupon 31 less 20% Japanese withholding tax, to the effect that per CDRs evidencing

5 Depositary Shares \$ 2.82 (3.00)

10 Depositary Shares \$ 5.64 (6.00) and

100 Depositary Shares \$ 56.40 (60.00) is paid.

The amounts stated between brackets represent the dividend less 15% Japanese tax. These dividends will be paid until January 18th 1990 but only on condition that the coupons to be surrendered will be accompanied by an "Affidavit" (obtainable with the undersigned), evidencing that the beneficial holders of the CDRs are residents of a country which has concluded a Tax Treaty with Japan. In the Netherlands dividends will be paid to residents in Netherlands currency at the daily rate of exchange unless otherwise instructed.

Amsterdam, October 11th 1989

N.V. Nederlandsch Administratie- en Trustkantoor



Banco de la Nación Argentina

U.S. \$195,000,000

Floating Rate Notes due 1994-1997

For the period

16th October, 1989 to 17th April, 1990

In accordance with the provisions of the Notes, notice is hereby given that the rate of interest has been fixed at 9.7 per cent. per annum, and that the interest payable on the relevant interest payment date, 17th April, 1990 against Coupon No. 5 will be

U.S. \$2,398.70 per U.S. \$50,000 Note.

The Industrial Bank of Japan, Limited
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Data processing skills shortages 'hurts companies'

By Alan Cane

DATA PROCESSING in most British companies has suffered and will continue to suffer from a shortage of skilled computer specialists, according to a survey.

It shows that managers in about 70 per cent of UK data processing installations believe that staff shortages have caused delays in the development of software and adversely affected the quality of applications programs.

The survey, by Hunt Market Research for Protocol International, the computer staff training consultancy, is pessimistic about the future.

It says: "Our respondents' outlook regarding future skills shortages is bleak and most forecast that the situation will become worse."

The survey is based on opinions gathered from a sample of 512 companies from most industrial sectors including manufacturing, finance, local government, retail and leisure.

More than half the respondents used International Business Machines Equipment, while the "second division" comprised International Computers and Digital Equipment users.

The survey is further confirmation that a shortage of skilled data processing specialists is now endemic in the UK computer industry. It seems certain to get worse as the number of school leavers in the UK declines sharply.

About two thirds of the firms surveyed said they had increased their staff in the past five years, but recruiting staff was a continuous difficulty.

Independent studies by the consultancy Price Waterhouse suggest that there are more than 20,000 contractors in the UK computer business earning an average, at 1988 prices, of £27,491 (£30,756 in London).

It is recognised that a prime cause of the shortage of skilled staff is the computer industry's erratic record on training.

The survey concluded that expenditure per employee, even in installations where education and training was taken seriously, amounts to hundreds rather than thousands of pounds.

Meeting the Challenge, based on the survey of the recruitment crisis Protocol International, Number One, Royal Exchange Square, Valpy Street, Reading, Berkshire RG1 1RH. Report and survey together, £125.

had agreed "not to invoke mandatory interruption for an experimental period."

Mr McKinnon said the original price schedule, published in May had brought a stream of complaints.

"I had a duty to follow up those concerns with British Gas on behalf of complainants," he said. "I held extensive discussions with the company to establish the most appropriate way of resolving the anomalies that were inherent in the published schedule."

A report by the Monopolies Commission last year said British Gas must publish all its prices in the industrial market. In the light of that, the company said customers opting for the cheaper "interruptable" tariffs would be cut off a minimum number of times a year, even if supplies were plentiful.

Many companies protested to the Office of Gas Supply, the industry's regulator, which obtained advice suggesting that British Gas would be acting illegally if it cut off customers when it had supplies.

Yesterday, Mr James McKinnon, director general of Ofgas, announced that British Gas

managers complained, with an average number of vacancies of 10 per installation in the last year.

Applications programmers, people who write computer programs designed to carry out specific business tasks, were in most demand, followed by analysts, computer operators and networking specialists.

Only about 10 per cent of installations were short of managers.

The survey highlighted the growth of contract programming, one of the more significant trends to emerge in recent years. Contract programmers are comparatively experienced data processing specialists who work on a freelance basis, earning perhaps double the fee they could expect as a salaried employee.

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When British Gas was privatised, the regulator was not given power to interfere with its pricing in the industrial market. However, the Monopolies and Mergers Commission decided that the company was abusing its position in the market by discriminating between customer. Ofgas now has power to oversee the structure of industrial tariffs, but not to determine their level.

As part of its recent agreement British Gas is to set tariffs in such a way that there is a smooth gradation between one tariff band and another.

British Gas said it had an extensive programme to reduce potential leaks by replacing mains and fitting leakage control equipment.

CBI/FINANCIAL TIMES DISTRIBUTIVE TRADE SURVEY

Slowdown in consumer demand continues

By Peter Norman, Economics Correspondent

RETAIL SALES growth recovered slightly for the second month in succession last month but it remains little changed compared with the growth rates of the first half of this year and well below the growth seen last year.

The evidence of a sustained slowdown in consumer demand is in the latest Confederation of British Industry/Financial Times distributive trade survey and should encourage the Government and financial markets.

According to the survey, which polled 482 companies in the retail, wholesale and motor trades between September 3 and October 4, overall distributor sales volumes in September grew at a slightly faster annual rate than in August. However, the balance of companies reporting sales higher than a year ago represented "one of the slowest rates of sales growth on record."

Wholesalers also indicated faster year-on-year sales increases in September than in August, while motor traders reported sales substantially lower than in September 1988.

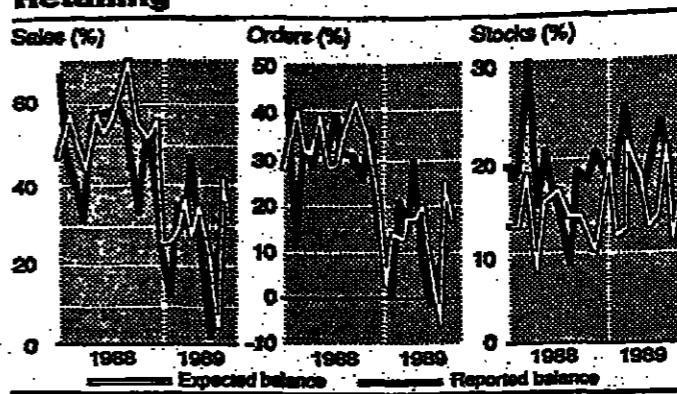
Of the 295 retailers questioned, 52 per cent said that sales volumes in September were higher than a year earlier while 25 per cent said they were lower. The difference between the two, which gives a guide to the trend, was a balance of 27 per cent - up on August's 21 per cent and July's record low of 2 per cent but well below the 54 per cent balance reported last year.

The 27 per cent balance of traders reporting higher sales was lower than the 41 per cent balance of retailers in August who had said they expected a sales increase last month. A balance of 32 per cent of retailers expected higher sales in October relative to 1988.

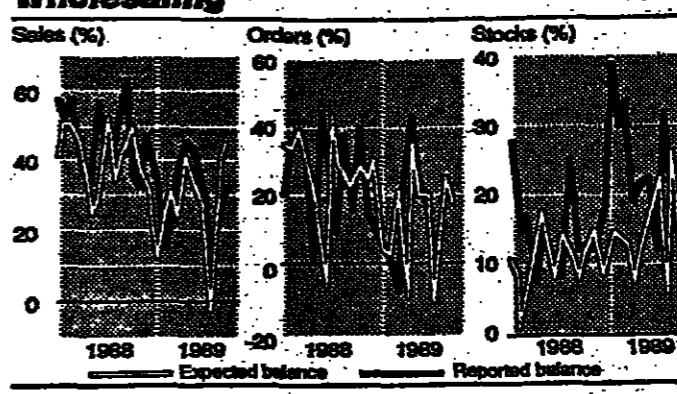
Comparatively few retailers reported that sales were good for the time of year. The survey reported a positive balance of just 4 per cent in answer to this question, compared with a balance of 2 per cent saying that sales were poor for the time of year in August.

There were some signs of cautious optimism for the future. A balance of 11 per cent of retailers expected good sales for the time of year this month

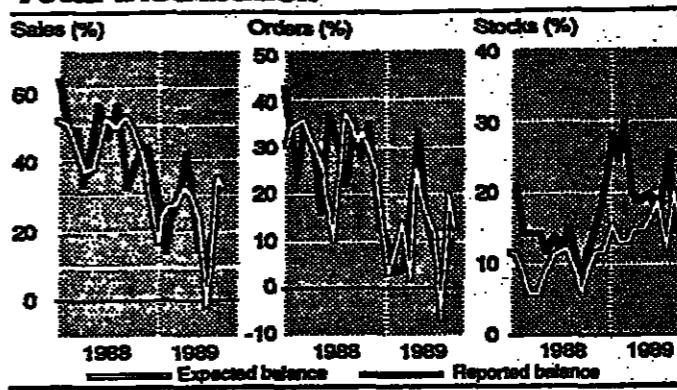
Retailing



Wholesaling



Total Distribution



and they placed more orders in September than in August. A balance of 11 per cent placed higher orders than at the same time last year compared with 6 per cent in August.

Clothing retailers reported the best sales increases while retailers of durable household goods and books indicated sales below September 1988 volumes. Shops selling house-

hold textiles, furniture and carpets suffered from the freeze in the housing market, with a balance of 60 per cent of those polled reporting sales below those of last year.

A similarly gloomy picture emerges from the 47 motor traders polled. Only 19 per cent reported higher sales in September compared with 48 per cent reporting a drop in sales last year.

For October, 46 per cent of companies expect an increase in sales against 41 per cent in the last survey, predicting increased sales in September.

A balance of 7 per cent of companies said sales were good for the time of year. However, among the individual sectors, dealers in industrial materials, builders' materials, durable household goods, farm machinery and clothing, textiles and footwear reported lower sales than in September 1988.

Stocks were run down in relation to expected sales last month, with a balance of 15 per cent of companies reporting excessive stocks compared with 22 per cent in August.

The Central Statistical Office announced on Friday that the the retail prices index (1987=100) was 116.5 in September, compared with 115.8 in August. The tax and price index (1987=100) was 112.3 last month, compared with 111.4 in August.

UDR 'must be accountable'

By Kieran Cooke in Dublin

MR Charles Haughey, the Irish Prime Minister, has said that the Ulster Defence Regiment, the locally recruited force that looks after more than 80 per cent of army duties in Northern Ireland, must be made fully accountable for its actions.

In his strongest statement yet on the role of the UDR, Mr Haughey said that in a divided society such as Northern Ireland it was crucially important that the public should be confident of the UDR's fairness and impartiality.

He said: "Confidence cannot prevail if there is a perception that individual members of the security forces are colluding

with sectarian assassins."

Mr Haughey's comments come after a series of security recruits and a closer monitoring of sensitive security documents.

Mr Haughey said that there should be a comprehensive review of "the basis as well as the role of the UDR" which was drawn almost exclusively from the Protestant side of the community in Northern Ireland.

The Irish Prime Minister was speaking at the annual commemoration ceremony for Wolfe Tone, one of the great 18th-century heroes for the struggle of Irish nationhood and himself a Protestant.

reforms within the UDR, such as a more comprehensive vetting system for regiment recruits and a closer monitoring of sensitive security documents.

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Censorship in Ulster has 'eroded freedom'

By Raymond Snoddy

ARTICLE 19, the independent anti-censorship human rights organisation, today attacks the British and Irish governments for seriously eroding freedom in response to IRA terrorism.

The organisation, which takes its name from an article of the Universal Declaration of Human Rights, has sent letters to Mr Charles Haughey, the Irish Prime Minister and Mrs Thatcher, the UK Prime Minister, expressing its concern that "the cumulative effects of restrictions relating to Northern Ireland have seriously eroded freedom throughout Britain and Ireland."

The organisation argues that restrictions on freedom of expression and information relating to Northern Ireland are both counterproductive and in breach of both countries' international obligations.

In *No Comment*, a book by

Article 19 director Frances de Souza, to be launched on Wednesday, the organisation says censorship in all its forms has impeded the process of turning Irish people away from violence to political debate.

• A planned Sim Fein march through Belfast city centre yesterday, in protest at the broadcasting ban was curbed by the Royal Ulster Constabulary, writes our Belfast Correspondent.

Hundreds of people marched along the nationalist Falls Road. Speakers said there had been few requests for inter-

views with Sim Fein.

Although organisers gave the seven days' notice required under public order laws, police ban on a number of city centre roads and streets.

No Comment, Article 19, 90 Borough High Street, London SE1 1LL, £3.95.

Benefit changes 'creating more hardship for young'

By Alan Pike, Social Affairs Correspondent

SOME YOUNG people aged 16 or 17 are suffering intolerable poverty because the law no longer allows them to claim income support, a survey by the National Association of Citizens' Advice Bureaux (NACAB) says today.

The changes and inadequate advice created a situation that NACAB considered "intolerable in a society committed to the welfare of all its citizens."

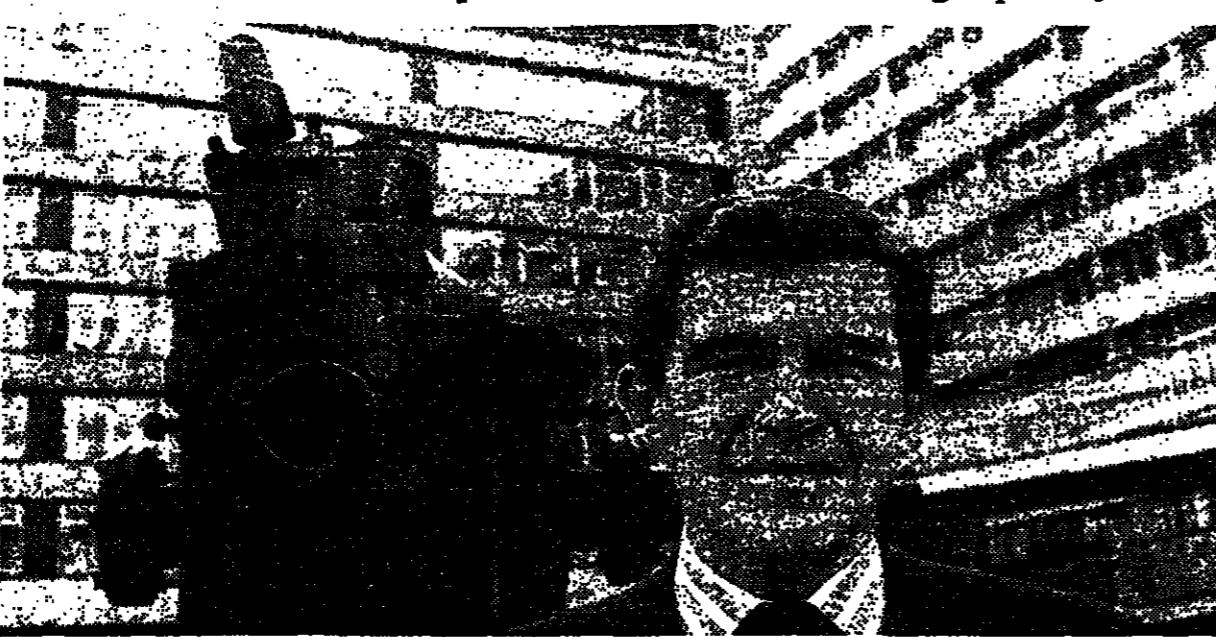
Young people under 18 lost their right to income support last year, reflecting the Government's view that they should take Youth Training Scheme places rather than claim benefits.

MANAGEMENT

BP Exploration

Why simplification has become a complex task

Steven Butler reports on the oil company's efforts to create a slimmer profile in order to enhance both its performance and its risk-taking capability



John Browne: trying to change a management culture

Managers of BP Exploration and the oil exploration and production arm of British Petroleum have been meeting in small groups around the world in recent weeks, drawing boxes and putting lines between them, in an exercise to come up with a new company-wide organisation chart. This, however, is not an academic exercise because when it is all finished 1,700 BP staff members, 17 per cent of the work force, will lose their jobs, including, at least in some, of the more engineering the changes.

When John Browne, managing director and chief executive officer of BP Exploration (BPX), announced in mid-September that jobs would be slashed as part of a company-wide restructuring plan, it had all the appearance of a done deal.

Yet what Browne had done was merely to get the programme through the board, after a good deal of internal debate and resistance. The board fixed a strategy, the target for job losses in various parts of the business, and a rough plan for a new organisation table.

Only now is BP going through the painful process of figuring out what this means to its 10,500 employees. BPX managers throughout the world have been meeting to discuss how to enact the plan, which is aimed at simplifying the way the company works and improving performance, while embracing a high risk oil exploration strategy. Other planks in the strategy include: shedding low-return assets, stepping up development of gas reserves, need to market and spend a bigger budget on a more tightly focused research and development programme.

But the core of the programme is to revamp the organisation. Revised local organisation charts, with implied job losses, are being scrutinised and forwarded to the head office for approval, with many sent back for more retooling, for deeper cuts and greater simplicity. Only at the end of this process, planned for the end of November, will BP actually decide who is to go, and who is to stay and what they will be doing.

BP executives say that the process of reshaping the company is in many ways just as important as the size and structure of the final product. This is because Mr Browne is trying to change the BP management culture, not just make a smaller company, and he wants to use the upheaval to draw BP employees into a new way of thinking and working - to make them participate in changing the company in order to heighten their commitment to working the new system after the changes.

"You can only get people to accept it if they do it themselves. They've actually got to buy into it. They've got to believe it is right," says Peter Hill, the former UK exploration manager who was recently appointed chief of staff at the central office in London. Hill's current job makes him a

general manager of human resources, giving him oversight responsibilities on the current restructuring, as well as a charge of looking at some of the longer-term implications of the programme.

BP's drastic restructuring and downsizing programme is widely seen as necessary by its competitors. One independent oil company that is a partner of BP overseas figured, only half in jest, that BP was eight times overstaffed. Every time the two met to discuss the project BP sent eight times as many people.

The goal of the restructuring is to simplify: to chop out layers of redundant management, and all the support services they require, to define a sharper focus for business units, and to devolve responsibility further down the chain of command so that people in charge of operations have the authority as well as the responsibility for taking risks, within broad guidelines fixed at headquarters. The headquarters will be reduced in size and will provide strategic direction, but will exercise less direct command. On announcing the restructuring, Browne agreed that this was decentralisation. However, it is evidently more than a simple devolution of

authority, because the restructuring also aims at enforcing more coherence of purpose, albeit in a less bureaucratic way, leaving more of the details to the men on the ground.

"It only takes one person to say no, but it takes everyone to say yes," says Hill, speaking about the cumbersome old system.

As an example, Hill counts eight levels of management from the manager of an offshore installation in the North Sea to the BPX managing director, all of whom often were required to endorse important decisions, such as installing new equipment that would require outside contracting.

These levels are: the offshore manager, the operations manager onshore, field manager onshore, assistant general manager, general manager, general manager northern operations, chief operating officer, chief executive officer (Britoil), and Browne and his management committee.

This, according to Hill, encouraged the typical bureaucratic response: avoidance of risk taking and responsibility, inflexibility, and a proliferation of rules and procedures which delayed decision making. Hill, and others in and outside of BP, say the company is staffed with talent.

"We should be making a heck of a lot more money," says Hill.

The need to simplify the organisation also dovetailed with the move toward higher risk exploration. BP has decided it needs to look for bigger oil reservoirs that can probably only be found in relatively unexplored basins.

Looking for oil in these sorts of places takes creativity - the ability to figure out how to use a general knowledge of geology and finding oil in a new situation where the old rules do not quite apply. No two oil basins are precisely the same. Yet creative minds do not work well when heavily shackled in layers of bureaucracy.

In the case of the North Sea platform, the aim is to chop the levels roughly in half. The difficulty, of course, is that the layers of management were not inserted by idiots, but by intelligent men trying to control the behaviour of a big organisation performing complex tasks. Those boxes on the chart stood for organisations that were not only performing control functions, but were co-ordinating operations that, from the first shooting of seismic surveys to the delivery of oil for sale, are among the most logically complex and technically

intensive in industry.

By getting rid of them, BP is losing intelligent eyes and ears that enabled the headquarters to monitor and control operations. This is a delicate job where there is a danger of going too far and getting it wrong. This is one reason why BP has chosen to involve local managers in reshaping their own work relationships. Only they will know for sure whether, at least technically, the reshuffling of organisational boxes have any hope of resulting in a workable arrangement.

But as important as this was the desire to involve the whole staff in the process of shaping the future, and it is here that restructuring and re-establishing the organisation is only the first step. If there are to be fewer bureaucratic controls on decision-making, more flexibility, and more creativity, managers will have to be willing to be more personally accountable and be motivated to so.

"We don't reward people," says Hill, speaking of the current system. "We rely on people's self-motivation. You get paid a good salary whether it is wet, wind, or shine."

BP Exploration has no system of performance-related pay, but this is looking like a terrible anachronism if employees are being asked to take more responsibility for putting the company's funds at risk in what is a high risk business. Hill is looking at how the central office would go about setting performance targets for business units and relate these to pay.

Another problem that Hill has identified is the lack of integrated training programmes.

"They haven't trained me for this. I've fallen into it," he says, speaking of his own promotion from managing a technical operation to a key post in the head office. His qualifications appear to be a lively mind, an insider's knowledge of how the organisation worked and strong opinions. (He says he's been given the chance to act on all the complaints he used to make about working at BP.)

Although specialised training has been available for BPX employees, the company has never tried to base a training system on the relationships between career development, training, and the needs of the organisation.

Hill also wants to rethink the paths of career development, to make it possible for personnel on the technical side to go right to the top of the ladder without switching into a business management portfolio, allowing them to stick with what they do best.

BPX looked at other options for trying to improve the performance of the company. These ranged from not touching the size and structure of the company and just trying to do better, to reshuffling the organisation and making better use of staff. Indeed, some BPX employees were drawn instinctively to this latter option on the grounds that becoming a smaller company was an admission of defeat.

In the end, however, Browne convinced his colleagues to adopt the root and branch approach.

The bigger the firm the higher the price

How much does it cost to call in the management consultants? Anything from £200 to £1,000 a day, according to a survey by the Management Consultancy Information Service.

Fees vary according to the size of the consultancy, the area of the UK in which it operates, and the seniority of the consultant who does the work.

The MCIS says that the median daily fee rate is £600, compared to £425 two years ago.

The survey of 110 consultancies found that the major factor determining fees rates was the size of the consultancy. The average daily fee rate of the sole practitioners surveyed was £245. Practices employing between two and 20 consultants charged an average of £550. Practices with between 21 and 50 consultants charged £675. Large practices with more than 50 consultants charged an average daily fee of £925.

Fees in London were about 20 per cent higher elsewhere in the country, with an average daily rate of £750. Elsewhere

where in the south east, the average fee was £500 a day. The cheapest area of the country was the Midlands, with an average daily rate of £425.

The highest paid consulting sector was human resources, where the average daily rate was £700. Information technology consulting commanded an average rate of £625. The daily rate for production management was £450.

Fees varied widely according to the seniority of the consultant used. The average daily rate for a junior consultant was £300. The average fee for a principal consultant was £750, while the rate for a director or partner was £1,000 a day.

The survey found that 27 per cent of consultancies charged by the day, while 37 per cent charged for the whole project. The remainder used either measure or a mixture of both, depending on the project. Nearly two-thirds of consultancies billed their clients monthly.

Available from MCIS, 38 Blenheim Avenue, Gants Hill, Ilford, Essex IG2 5JQ. £10.

Michael Skapinker

Business courses

Principles of Effective Management, Bromley, October 29-November 3. Fee: £1250 + VAT. Details from Client Services, Sundridge Management Centre, Plaistow Lane, Bromley, Kent, BR1 3TF. Tel: 01-464 8585. Fax: 01-464 1578.

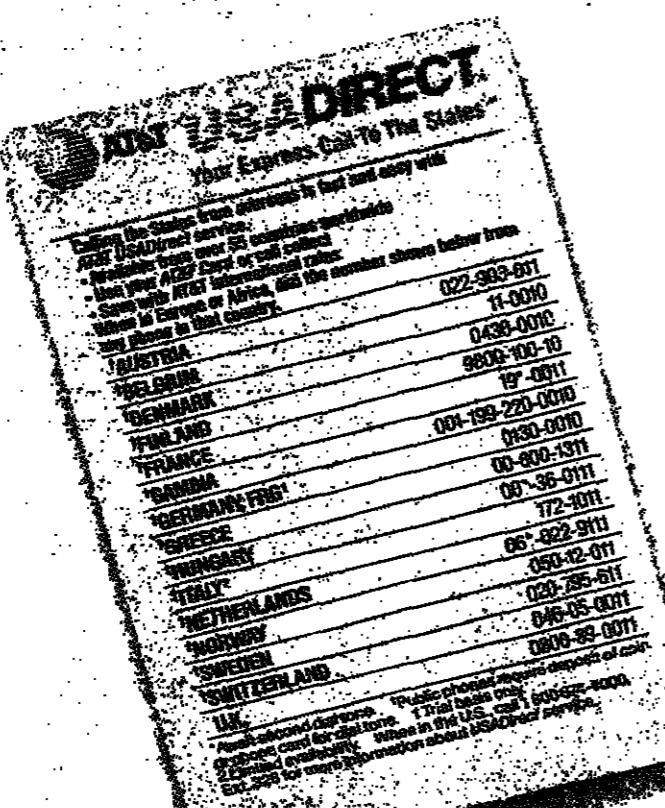
Company Secretary's Review 12th Annual Updating Conference, London, November 16. Fee: £215 + VAT. Details from Tolley Conferences, Tolley House, 2 Addison Road, Croydon, Surrey CR9 5AF. Tel: 01-689 5682. Fax: 01-686 9141.

World Financial Markets at the Crossroads, 1990-2000, London, November 16. Details from The Economist Conference Unit, 25 St James's Street, London SW1A 1HG. Tel: 01-839 7000. Fax: 01-839 7000.

Is Marketing Keeping Up with the Consumer? Lessons from Changing Product Attitudes and Behaviour, Vienna, November 6-8. Details from ESOMAR Central Secretariat, J.J. Viottastraat 29, 1071 JP.

Today's Woman Manager, Swindon, November 1. Fee: £50.

Details from Padgett Thompson, P.O. Box 108, Penn, High Wycombe, Bucks, HP10 8NP. Tel: 0494 816632.



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LEGAL COLUMN

English and expertise are ICI's counsel criteria

By Robert Rice, Legal Correspondent

ICI'S GROUP legal service may well be unique in not having a firm of solicitors in England and Wales that could claim it as a regular client, according to Mr Barry O'Meara, deputy group solicitor with the company. So it was slightly ironic, he said, that he had been chosen to speak on "what the corporate law department sees in outside counsel" to the International Bar Association conference in Strasbourg recently.

Most of ICI's legal work in the UK is carried out within the company by more than 60 plus lawyers employed in the UK by the company either in the headquarters group legal department or in the various legal departments of its international business units. European Community law is considered by the company as being in the same category as advising on English law.

ICI employs 80 other lawyers elsewhere in the group. However, 140 is not a great number for a company the size of ICI. The company therefore, inevitably has to rely to a large extent on external lawyers in every country in which it is represented outside England and Wales.

So what do they look for? First, they must be fluent in English — a sad commentary on the linguistic skills of ICI's senior management, as Mr O'Meara admitted.

Second, external lawyers must have the professional standing and expertise to justify their being chosen to advise a company like ICI. It was pointless instructing a lawyer whose principle expertise was, say, in family law, simply because the local manager played golf with him. Apparently

such things really have happened in the past.

The third criterion is that ICI's external lawyers have to have the ability to advise on all aspects of the transaction. The company will also only instruct nationals of the countries in which it does business to advise on the laws of those countries. Apart from these factors, ICI looks for much the same attributes in its outside counsel as it sees in the lawyers on its payroll: an ability to listen, to isolate the key issues, and then express advice in clear and precise terms while not appearing to "talk down" to the client.

A bonus would be to find a lawyer who understood business and so could tailor his advice to the wider requirements of a transaction. Although ICI

For most companies, the bottom line is a key factor in business decisions

does not ask its external lawyers to be businessmen, it welcomes participative advice.

For most companies, the bottom line is a key factor in making any business decision. However, the amount of legal fees incurred in a transaction would be far outweighed by the financial damage that would ensue if that decision was based on faulty legal advice, he said.

ICI's philosophy was therefore to "hire the best and pay what it takes". If, however, the advice for which the company had paid was found to be

faulty, or if the lawyer concerned had simply not done the job, then retribution was swift and terrible.

The lawyer would be struck from the company's list and that fact made known within the circle of company lawyer contacts in other businesses.

US, was forced into bankruptcy.

On top of that, Forbes estimates that Mr Jamal's personal injury practice won over \$100m in judgments and settlements last year, of which the firm reaped about a third. "I never wash windows," he is quoted as saying, "nor do I work by the hour."

The Pennzoil judgment was obviously a once-in-a-lifetime payoff, distorting out of all proportion Mr Jamal's earnings for 1988. But even in 1987, Forbes estimates that he was the top earning lawyer, bringing in more than \$25m.

For the last two years, the next-biggest earner after him has been Mr Herbert Haft from Claremont, California. He is estimated to have earned \$40m in 1988. Mr Haft made the headlines with a \$50m judgment against

income of about \$5m in 1988. Mr Flom, as most UK corporate lawyers will know, made his money and reputation from mergers and acquisitions work, his firm having appeared in virtually every large US merger transaction in the last 10 years. Nevertheless, M & A accounts for only 25 per cent of the firm's income.

After Mr Flom in the top ten corporate law earners comes a list of familiar names, including, at number five, Mr Martin Lipton of New York's Wachtell, Lipton, Rosen & Katz (\$3m) and at number ten, Mr Samuel Butler of Cravath, Swaine & Moore (\$2.4m).

Curiously, three of the top ten corporate law earners are all partners of the same Los Angeles firm of Ziffren, Brittenham & Branca. The firm is arguably the West Coast's most powerful entertainment law practice. It has only 13 lawyers and has made its money by charging movie and television clients a percentage (5 per cent) of their gross revenues, rather than billing them according to hourly fees.

Mr Harry "Skip" Brittenham, at number three (\$3m), counts Harrison Ford, Don "Miami Vice" Johnson, Melanie Griffith, John Candy, Tom Selleck and Richard Pryor among his clients.

Mr Kenneth Ziffren, in sixth place (\$3m), makes his money representing Hollywood's director-writer-producers, while the glamorous former rock musician, Mr John Branca, at number eight (\$2.5m), has clients who, as Forbes puts it, "are to die for." They include Michael Jackson, the Rolling Stones, the Beach Boys, the estate of Elvis Presley, The Doors and George Harrison, to name a few.

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ARCHITECTURE

Drawn into the garden

It is something of a relief to retreat temporarily into the untroubled shade of an English garden to avoid the crossfire of currently ragging architectural arguments. The publication of Jane Brown's new book, *The Art and Architecture of English Gardens* (Weidenfeld and Nicolson, £40), gives the perfect opportunity for some peaceful reflection on quiet English achievements.

There has long been a need for a source book of the history of garden design and, although the selection in this book is confined to the collection of the Royal Institute of British Architects, that limitation does not prevent it from being a useful visual survey. It is also stimulating because Jane Brown writes in a spirited way, sharing with the reader her love of the subject.

Garden history is a comparatively new discipline, and has flourished with the encouragement of the Garden History Society. Its growth is rather like the growth of the study and enthusiasm for Victorian architecture during the 1960s. Garden history today has permeated the citadel of English Heritage, where scholarly research forms the condition of any major grant application. The history of garden design and planting cannot be separated from the realities of running large gardens or estates. The National Trust may not be at its strongest on research and accurate restoration, but it does understand the problems of maintenance and large numbers of visitors. Organisations like the National Trust and English Heritage should be the ones to set the pace for both scholarship, education, and appropriate restoration.

The drawings from the RIBA in this book (and some of them are to be shown in an exhibition at the Heinz Gallery from early November) provide a good skeleton upon which to hang the developing flesh of garden history. They start with the work of Robert Smythson (1535-1614), best known for his fantastic houses like Wollaton Hall in Nottinghamshire. These survey drawings show a great interest in geometry and provide a two dimensional prelude to the great exercises in Baroque perspective that were to come.

Throughout this book the thought is prompted of the transience of gardens'

Humphry Repton (1752-1818) who really understood the importance of drawings. His Red Books for each property survive and the one for Lanhydrock Park in Kent is illustrated in this book. What a brilliant device he invented, "the before and after" flip over drawing that shows how a landscape view can be improved. Repton's proposals for a view to the south of Sezincote House in Gloucestershire are both enchanting and practical: pig-styles, ugly farm buildings and lines of washing disappear to be replaced by an idyllic pastoral landscape with castellated farms. His drawings reveal a lightness of touch and a delicacy that is remarkable and he created an understated informality that is very English.

It is tempting, after being seduced by the skills of Repton, to see the Victorian garden designers as representing a decline. There is something pompous and heavy about Sir Charles Barry's great staircase at Shrublands - the elaborate Italian garden in Sunol which matched his Italianisation of an 18th-century house. I was intrigued to see for the first time the proposals for a formal garden at the front of Buckingham Palace designed in the 1840s by William Nesfield. This plan would have taken up

large slices of Green Park and St James's and large fountain ponds would have flanked the marble arch.

There was a lack of enthusiasm for the elaborately formal 19th-century garden by none other than William Robinson, the great gardener and writer. He was not impressed by the efforts of Joseph Paxton at the Crystal Palace, which is shown in the book by a large water-colour by J.D. Gurney. Robinson wrote at the time: "There have been a great many ugly gardens in Europe, but at Sydenham we have the greatest modern example of the waste of enormous means in making hideous a fine piece of ground."

Robinson would have enjoyed the efforts of the great Arts and Crafts gardeners and architects. They flowered in the period 1880-1925 and produced some of the finest English gardens. Jane Brown points out that this was almost the last period when architects were really involved with the garden design. How telling is the comparison between Oliver Hill's water garden at Moon Close, Binfield and his almost abstract rendering of Goldwyns in Surrey in 1882. The elaborate beauty of the water garden and the complicated steps rising up to the tall romantic chimneypiece house contrast with the clumped trees around the streamlined emptiness of the 1930s modern house.

The 20th-century is patchily represented by drawings: Geoffrey Jellicoe gets the lion's share. His studies made with John Shepherd of the gardens of the great villas were indeed influential, but it is his own work that brings the history of landscape into the present. The Moody Gardens on the Gulf of Mexico are designed by Jellicoe to give the visitor an experience of the history of man-made landscapes. All his drawings for this extraordinary garden are here, and it is a unique opportunity to see the work of the greatest 20th-century landscape designer.

Throughout this book the thought is prompted of the transience of gardens. They turn to dust in a moment if they are not cared for - in many cases these drawings are their only memorial. The movement sings, the colloquies between the dancers and their steps resulting in enchanting portraits of heroines and their cavaliers, as true as any *Coste* or *Figaro*.

We have lately had a chance to see New York City Ballet gloriously on form in this work. I cannot say that the performance I attended on Saturday afternoon in Birmingham was as apt or bright as NYCB's (and I note that it was given by the second cast), but

Colin Amery

Macbeth

CITIZENS THEATRE, GLASGOW

Jon Pope's new production of the *Citizens* of the Scottish play, in spite of a Scots Banquo and Macduff, could hardly be less so. There is nothing particularly heretical in that, but Pope has brought a broad-brush imaginative relocation to bear that strikes hard at the play's centre while eschewing various niceties.

We are in a war zone presided over by a lounge-suited Hecate (Dorwent Watson doubling as a one-eyed Duncan). The witches are three girl terrorists (no beards, not gorillas) in anoraks and holding walkie-talkies. The entire stage area is covered in silver paint and tin foil, the back wall and structural innards exposed as on a Richard Rodgers construction.

Across this post-nuclear tundra, where dry ice and an onstage wind machine are underpinned by the throbbing hum of Adrian Johnston's soundtrack, stagger the benighted warriors in gas masks, heavy duty protective clobber and luminous lemon-

fatigues. They hack at the grilles and steaming floor with pick axes, a cadre of Antarctic firemen in cold pursuit of King Sveno of the Norways.

Banquo's corpse is laid out at the feast in a tin-foil shroud; Macbeth embraces it in a lunging (hug) roll, a witch dispassionately throws a bucket of blood over them. These attendant harpies (one coolly read by Andrea Hart substituting for a chicken-pox victim) are also the doctors, women, adversaries and invisible knife-bearers.

Alastair Galbraith is an imposing Macbeth; James Duke a good Malcolm. Charon Bourke's powerful, Theda Bara-ish Lady M is a creditable study in the disabusing of a fortune-teller. Between the sleep-walk and the offstage cry (here silent) she stays transfixed, horizontal, abandoned, a picture more of sadness than madness.

This sequence, like the banquette scene, is a model of controlled, innovative staging.

Michael Coveney

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FINANCIAL TIMES

ARTS

Death in Venice

GLYNDEBOURNE

Glyndebourne, first home to *The Rape of Lucretia* and *Albert Herring* gave on Saturday a resounding welcome to the last of Britten's operas, *Death in Venice* was composed for and first performed at the Snape Maltings, but one may wonder whether the score has ever sounded fuller, richer in colour and content, more beautiful, than any else, than it did in Glyndebourne Touring Opera's new production (sponsored by Hay's plc and the Britten Estate).

There are indeed many remarkable features about the performance, in particular a triumphant assumption of the opera's leading role by Robert Tear, the dominant impression was of musical mastery almost from first note to last (the small qualification needed only because once again doubts arose about the length of the beach-games episode in Act 1). The pacing and texturing of a music-drama which in larger theatres can seem at times too even-tempered and at others too "thin" was here effortlessly right and enthralling; the narrative unfolding proceeded with sovereign ease.

Graeme Jenkins and the London Sinfonietta drew from the score a glittering sound-tapestry. The constant threading through the action of graphic place-and-time images, and the constant discovery of new ways of capturing light, air, and water in music, make this an opera of extraordinary physical vitality, and the performers (including the magnificent Glyndebourne Chorus) seemed to respond with delight.

Death in Venice with its interpretation of backward glances right across the length of the Britten canon, has been called "perhaps... too much a self-conscious summing-up of a life's work". I can only report that at Glyndebourne Britten's last opera gave instead the feeling of consummate naturalness - and, more important, of being a boldy forward-looking creation, open-

ing out as many new avenues of artistic possibility as it answers old questions. The lack of mawkishness in the performance is blessedly welcome.

Mr Tear, one of our most authoritative British tenors, comes to the role of Aschenbach at the perfect stage in his career: with artistic maturity in full flower but with vocal powers entirely undiminished. The slight self-consciousness of enunciation, phrasing, and tone-shading that one recalls from some of his many "character" assignments is rubbed away, the part is layered with the physical detail, which is then peeled down with enormous courage and power - and above all, passionate vigour, vocal and emotional. He does not shirk (as, in my view, Peter Pears did) the full implications of a voyage into sensual self-discovery which brings with it both life and death. The essential honesty of Mr Tear's approach supplies the production with its special qualities of energy and boldness.

Stephen Lawless quite properly makes this tremendous performance the centre of his staging. Tobias Hohensel's set, opening up via sliding black panels to be revealed as a central stage box with moveable apertures, works as a labyrinth in which new passages are uncovered and others suddenly closed: Aschenbach is its explorer and, finally, its object of exploration. The construction (superbly lit by Paul Pyant) offers a whole host of fertile, perceptive visual metaphors, but it never quite opens up to "show all" as the opera's subject and psychological pattern would seem to require.

The available space for Martha Clarke's choreography (which steers clear of Ashton-like formal set-pieces) is at times pinched; the figure of the Mother goes for less than it should, and even Tazio, clothed in the same sailor-suit white-and-blue as his companions, is sometimes briefly lost to view - Paul Zeplichal is boyishly attractive but not



Robert Tear (right) and Paul Zeplichal

of such startling beauty as to compel the eye wherever he goes. The crowding of the stage during the strolling players' grotesqueries needs attention.

Against this, one sets the wonderful fluidity of Mr Lawless's movement from scene to scene. His production is filled with sharp, distinctive touches (surreal luminous gondola-poles, doors that open and close to mark crucial moments of self-knowledge, a Murano-glass chandelier) conjuring up Venice without ever crudely specifying it.

The decision to bring the offstage Apollo on-stage, an equivocal figure in

Max Loppert

Divertimento No. 15

HIPPODROME, BIRMINGHAM

With the success of last season's staging of *Thème and Variations*, Sadler's Wells' Royal Ballet was justified in feeling that more Balanchine, and more difficult Balanchine, was in order. Thus one of Balanchine's most serenely brilliant pieces, *Divertimento No. 15*, has now been acquired. The dialogue between the choreographer and his Mozart score is uniquely felicitous, dance everywhere matching form and melody.

The movement sings, the colloquies between the dancers and their steps resulting in enchanting portraits of heroines and their cavaliers, as true as any *Coste* or *Figaro*.

We have lately had a chance to see New York City Ballet gloriously on form in this work. I cannot say that the performance I attended on Saturday afternoon in Birmingham was as apt or bright as NYCB's (and I note that it was given by the second cast), but

the first step has been made on the right path.

The dancers are learning to reflect those English vices of charm and milky grace - always a refuge when the going gets tough - and to seek ways of rejecting in the absence clarity and definition of Balanchine's inventions.

I thought Karen Donovan came to the ballerina's variation with suitably bright and speedy feet, and I enjoyed Mirille Bourgeois' delight in her solo. Peter Farmer has provided discreet costumes: SWB's artists have a masterpiece here for them - and our detection.

The afternoon also brought

an exceptional account of Ashton's *The Dream*. After 25 years the critical eye is more likely to be saddened by the performers' insensitivity, than gladdened by freshness of interpretation. But SWB's cast offered sincerity, sensitiv-

ity, and a welcome feeling for Ashtonian elegance of means. Michael O'Hare was a dramatically incisive Oberon, Sandra Madewick a sparkling Titania (missing only the last touch of femininity that Antoinette Sibley brought to the closing dust).

An excellent quartet of lovers came from Chenché Williams (admirable in her bewilderment) and Samira Saidi, Mark Welford and Stephen Wicks (Basil Fawley as a Hussar). Tony Fabre, a new recruit from the Bejart troupe, was a dazzling Puck. *The Dream* was not looked so delightful and so entrancing a joy for years.

Birmingham has much to anticipate from its own Royal Ballet, and has already provided an excellent home for it in the Hippodrome. But how lowering to the spirits the underpasses and rat-mazes that lead to the theatre!

Clement Crisp

Buddy

VICTORIA PALACE

More than 30 years after "the day the music died" the skinny little figure in thick horn-rims exerts his霸 on a packed house. Buddy Holly was killed in a plane crash in his early 20s after less than two years of success, but his influence lingers. (In Britain the immediate result was *Adams* Faith, but we won't hold that against him.) This biographical musical does much to explain the mystique. Anyone with the slightest sympathy for early rock should go, partly for nostalgia, partly for the songs, and partly to show their children.

Alan Janes' book is a peg to

hang the music on, but like Rob Bettinson's production it evokes an era with affection and respect.

Andy Walmley's mood-setting design consists of 1950s advertisements that fly or slide apart for the requisite record studio, radio station or living room. The magnificent background for the concert, replete with glitter balls, is edited by the detail of Bill Butler's costumes, down to the backstage girls' flounces and men's bowties. Musically, the show is scrupulously prepared - and live: a fit frame for the Philadelphia Paul Hipp, who cap-

tures that insidiously whining gentleness of Holly's gentler songs (and how innocent he seems now, a streak of wistfulness even in his homeliest numbers). In the middle of the full company's "Rave On" there is a sudden black-out; then a guitar on an empty stage and the radio announcement of Holly's death. "The rest will be just rock and roll." Ultimately, your reaction to this superbly presented show from the Theatre Royal, Plymouth, depends on how you take the music. I loved it.

Martin Hoyle

Orchestra and Stuttgart Philharmonic Choir conducted by Militsch Caridis, with Elisabeth Richards (soprano), Erika Schmidt-Vaentin (contralto), Volker Horn (tenor), Waldemar Wild (bass). Beethoven programme: Nacionale Musica (357 01 00).

Amsterdam

Netherlands Philharmonic Orchestra with Doos-Suk Kang (piano), Ken-ichi Kohayashi, Barbić Hall (Wed) (588 889). London Mozart Players conducted by Jane Glover, with Imogen Cooper (piano), Alison Haydn (violin), Michael Chance (cello), Royal Festival Hall (Wed) (588 8800). City of Birmingham Touring Opera in the first London performance of *Ghazalayam*, a mixture of music, song and dance by Ravi Shankar. Director Graham Vick. Queen Elizabeth Hall (Thur) (523 8800).

Paris

Ensemble Orchestral de Paris conducted by Armin Jordan with the Vtoria à l'âge de France choir conducted by Michel Piemontesi. Haydn's *Creation* (Tue), Salle Pleyel (455 3873). Orchestre de Paris conducted by Sian Edwards, Rafael Orozco, (piano), Tippett, Liget, Janácek (Wed, Thur), Salle Pleyel (455 3076).

Mimici Philharmonic Orchestra conducted by Sergio Celibidache, Bruckner (Wed, Thur), Bastille Opéra (400 11616).

Brussels

Brussels Philharmonic Orchestra conducted by Tadaaki Otaka, with Yuzuko Horigome (violin).

October 13-19

Orchestra and Stuttgart Philharmonic Choir conducted by Militsch Caridis, with Elisabeth Richards (soprano), Erika Schmidt-Vaentin (contralto), Volker Horn (tenor), Waldemar Wild (bass). Beethoven programme: Nacionale Musica (357 01 00).

Rome

Rodolfo Bonacci (violin) and Bruno Canino (piano) playing Petrucci, Brahms, Stravinsky and Ravel (Wed). Teatro Olimpico (383 804).

Milan

Pittsburgh Symphony Orchestra conducted by Lorin Maazel. Tchaikovsky, Beethoven (Mon). Brahms, Stravinsky and Ravel (Wed). Teatro Alla Scala (30.91.26).

New York

Carnegie Hall. Andras Schiff piano recital, Haydn, Janácek, Bartók, Schubert (Thur) (247 7900). New York Philharmonic Orchestra conducted by Leonard Bernstein. Copland programme (Thur), Avery Fisher Hall (374 2424).

Utrecht

Shura Cherkassky (piano), Han-del, Weber, Chopin, Berg, Tchaikovsky, Strauss (Wed). Vredenburg (31 45 44).

Rotterdam

Melos Quartet with François Guye, Schubert (Tue). Doelen (413 2490).

Amsterdam

Amsterdam Baroque Orchestra with the choir of the Netherlands Bach Society and soloists, Tom Koopman conducting. Mozart (Thur). Doelen (413 2490).

Madrid

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FINANCIAL TIMES

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Monday October 16 1989

The lessons of experience

TWO YEARS AGO, the collapse in the world's stock markets was widely and incorrectly regarded as a hammer blow to the international economy. Whatever happens to share prices today, that judgement about the outlook for the US and the world seems unlikely to be repeated.

We now know from experience that monetary authorities can contain the deflationary damage of a stock market crisis. Last time round, indeed, the stimulative effects of lower interest rates easily outweighed the deflationary impact of the paper wealth wiped out in the crash. But the apparent response of the US Federal Reserve to last Friday's shock is perfectly correct: it stands ready to loosen the monetary reins as necessary.

One reason for this is that the US economy may now have a slight tilt towards recession. The slowdown seems set to be gentle, but the economic consequences of a steep decline would be serious. Corporate leverage has grown, and been extended to cyclical sectors such as the airlines and retailers whose difficulties helped to trigger the present upheaval.

The international economic cycle has now seen seven years of expansion. There is no law that says a recession must soon occur, but the older a cycle becomes the more vulnerable it is to financial shock.

It is true that the risks of stimulative action may be sharper than they were in 1987, mainly because inflation is higher around the world. On balance, however, the weight of argument points towards an easing of monetary policy, at least in the US. This is emphatically not because inflation is more desirable than recession, but for three other reasons.

Weaker tone

The stockmarket slide is both a symptom of, and a potential contributor to, a weaker tone in the US economy. The balance was tilting in favour of rather easier monetary conditions even before Friday: the potentially deflationary impact of a sharp setback in equities ought now to tip the balance.

Second, an easing by the US at present would coincide with a significant tightening of policy in the rest of the world. At

least until Friday night, there was a tendency for the dollar to be too strong and the mark and yen to be too weak relative to a best guess of the underlying trends. From the UK perspective, an overall easing in world conditions would obviously be a good thing.

Finally, the problem with the policy response to the 1987 crash was not that it was too aggressive, but rather that it was sustained for too long. This time, the Fed should again act confidently and as boldly as market conditions require. But it must be vigilant about inflation, and ready to tighten the reins once any immediate crisis is past.

Such action could not guarantee the stock market against another steep decline. On this, the lessons of history point two ways. Price earnings ratios in the US and Europe are substantially lower than two years ago, but they are not particularly low by past standards. The outlook for profits growth is now much poorer than it was. If one looks forward to future profit levels, price earnings ratios may be much closer to where they stood before the crash.

Speculative excesses

Speculative excesses are different as well as – at least in the US – not necessarily less than they were. The general public has not been caught up this time in a frenzy of share buying. Instead it is the banks who may have been behaving imprudently, by their willingness to finance highly geared takeovers.

Interest rates in the US have been declining in recent months, whereas they were climbing ahead of the crash. But it is not apparent that the decline can be sustained, at least in the yields on long dated debt, given a more uncertain outlook for inflation.

All the same, there are good reasons to hope that the world is adjusting to a slower rate of growth without plunging into a full scale recession. This reasonably positive outlook for the world economy is not dependent on short term movements in the stock market, and is something which potential sellers will have to keep in mind.

A regime for Antarctica

SINCE 1961 the Antarctic Treaty has been held up as one of the few genuinely successful examples of international cooperation. The treaty has kept this vast continent demilitarised and free of super-power rivalry; broad agreement on conservation measures has protected more or less intact Antarctica's exceptional environment.

However, the fast-evolving international awareness of environmental issues has thrown a spotlight on Antarctica both because it is the last virgin continent and as a result of the scientific research pioneered there relating to the hole in the ozone layer. The treaty is due to expire in 1991 and this could throw open the whole question of whether or not the continent's potential resources, especially hydrocarbons, can be exploited. Although such exploitation is still a remote possibility, technological advances and improvements in communications have undermined the gentlemanly assumptions inherent in the original treaty.

The 35 parties to the treaty, who have traditionally conducted their affairs almost exclusively at a technical level, are showing signs of fundamental differences over their approach to the fate of Antarctica. These differences have come to the fore – though far too privately – at the 15th meeting of consultative parties to the treaty now taking place in Paris.

Odd assortment

The treaty countries are an odd assortment. The 12 original signatories were Argentina, Australia, Chile, Belgium, France, Japan, Norway, New Zealand, South Africa, the Soviet Union, the US and UK – reflecting a mix of interests from historic seafaring and colonial to geo-strategic. A further 10 countries have become consultative members on the grounds that they have demonstrated a direct scientific interest in Antarctica and 17 others have acceded to the treaty.

None of these countries dispute the need for an international regime to preserve Antarctica's special status. The argument is whether to freeze indefinitely – and probably for

Peter Riddell on the mood of resigned cynicism surrounding the US budget

Cracks that can't be papered over

Later today about \$15bn will be cut across-the-board from US Federal Government spending as a result of the failure of Congress to pass legislation to reduce the Budget deficit to the statutory target.

In itself the sum is not large – around 1.5 per cent of overall Federal expenditure – and is likely to be reversed within a few weeks. But the imposition of these cuts, known as sequestration, symbolises the breakdown of the Bush administration's attempt to secure bipartisan agreement on the reduction of the Budget deficit.

The manoeuvring of recent weeks has resulted in a mood of resigned cynicism about the whole Budgetary process and has brought renewed calls for reform of the 1985 legislation for a series of annual targets to reduce the deficit – known after its senatorial authors as Gramm-Rudman-Hollings. It is now more usually called Gramm-Rudman since Senator Ernest Hollings has said he wants to be divorced from "the fraud that we have all perpetrated on the American people."

Mr Dan Rostenkowski, the chairman of the tax-writing House Ways and Means committee, has described this year's budget discussions as "mindless" and an abdication of responsibility by the President and Congress. Instead, he believes that sequestration cuts under Gramm-Rudman may be preferable and result in more real deficit reduction.

In short, the US Budgetary process is in a mess – not of course, for the first time. Gramm-Rudman was devised to restore discipline as a result of a fiscal crisis in 1985, and further difficulties – together with the stock market crash of October 1987 – led to a short-lived sequestration and an adjustment of the targets two years ago.

By contrast, now, there are no immediate pressures from the financial markets, either on Wall Street or internationally. The budget situation played no apparent part in the slump in share prices last Friday, though the latter could now add to the urgency of agreeing a budget. And furthermore there is no clamour from the American public to cut the deficit.

The current crisis is much more of a relations between the Republican White House and the Democratic con-

Gramm-Rudman Hollings is now more usually called Gramm-Rudman since Senator Ernest Hollings has said he wants to be divorced from the 'fraud that we have all perpetrated on the American people'

trolled Congress. Both say they regard a reduction in the deficit as crucial to the US's long-term economic well-being – of ensuring that overall national savings are raised to finance investment, while not adding to the US's already large external indebtedness built up during the 1980s. Yet they lack the will to act, and the pressures to force them to do so.

President George Bush took office at the beginning of this year talking the language of conciliation about a bipartisan approach – unlike his confrontational predecessor, Ronald Reagan. The snag was that last year Congress had blocked off a key option with his repeated "read my lips – no new taxes" pledge. And with previous deficit-cutting packages having removed some of the spending fat,

any further action would involve tough choices – with the administration and Congress, either separately or together, taking responsibility.

The first result was a fudge. Mr Bush and Congressional leaders stood in the White House Rose Garden in mid-April to announce an agreement on the Budget for fiscal 1990, starting at the beginning of this month. It fulfilled the Gramm-Rudman target of reducing the deficit to below \$100bn. But even its supporters described the deal as "unholy" and everyone else regarded it as sham resting on over-optimistic economic assumptions and dubious expenditure savings. Dubbed a "slide-by" budget, it was intended to keep up the fiction of deficit reduction while deferring serious negotiations until towards the end of the year when sufficient time would have passed for "no new taxes" to be dropped.

The cracks have proved impossible to paper over, partly because Congressmen cannot resist adding tax breaks and new spending programmes for their constituents. These include sizeable reliefs on transfers of estates as well as special interest concessions to pineapple and banana growers – and even renters of turbines.

More important has been a long and bitter row resulting from the White House's desire to cut capital gains tax. This is intended to stimulate enterprise and investment. But a cut has been depicted by the Democratic leadership as primarily helping the already well-off. There is little doubt that in the short-run a sharp reduction in capital gains tax will boost sales of assets, and thus tax revenue, but Democratic economists have argued that after a couple of years there will be large revenue losses.

This row has poisoned the political atmosphere. The White House succeeded in winning over sufficient conservative Democrats (mainly from the South and timber-producing states which would benefit) to join with the Republicans to win approval for a two-year cut in the tax. The temporary nature of the cut has provoked further criticism. It is this issue – together with other "extraneous" provisions cutting taxes or increasing spending – which last week held up the deficit reduction bill in the Senate.

Mr Bush and his fellow Republicans believe they are on to an eventual winner on gains tax. They are probably right since there appears to be a majority in both houses for a cut on a permanent basis, possibly with a sliding scale giving larger relief the longer an asset is held.

The Democratic Congressional leadership – headed by the consensus-seeking Senator George Mitchell and Speaker Tom Foley – are furious. They believe the Administration not only has destroyed the bipartisan spirit of the summer but also has acted irresponsibly in putting a tax cut for the rich ahead of deficit reduction.

They also argue that this compromised Mr Bush's initiatives on drugs, education and Eastern Europe which promises are not backed by a willingness to provide resources.

A direct result is that Mr Richard Darman, the Budget director, who has enjoyed the reputation as Washington's cleverest operator, has had to concede that bipartisan talks planned

for now will have to be put off until at least early next year. Privately, Congressional leaders are saying that no agreement will be possible to achieve the much larger, \$40bn-plus, deficit reduction required for fiscal 1991, especially as there are elections next year. So the administration will have to produce the answers on its own.

In the short term, sequestration will mean cuts evenly distributed between defence and domestic discretionary programmes (that is, excluding social security). The main immediate impact will be small reductions in reimbursements under the Medicare health scheme. But before long a budget deficit will be agreed to cut the forecast deficit to near the \$100bn for fiscal 1990; there is a \$10bn leeway anyway. However, no-one believes that the deficit will turn out near that level; somewhere in the \$140bn to \$160bn range, as in the past three years, is a common projection – or rather – guess.

The problem is that Gramm-Rudman is inherently flawed. It is not a discipline on real spending, but on forecast levels of spending. There are a series of loopholes:

• The revenue and spending projections are heavily dependent on the economic assumptions used. The Reagan Administration consistently forecast higher economic growth and lower interest rates, and hence a much lower deficit, than most economists. And the Administration's projections rather than those, say, of the Congressional Budget Office are binding.

The Bush Administration's economic forecasts have been less unrealistic – in part because of strong growth – but they are still, inevitably, at the optimistic end of the range.

• There is wide scope for accounting fiddles, in particular shifting expenditure and revenue between fiscal years. For instance, the Pentagon's payday was shifted to September 29 from October 1 and there was a sim-

Lot of firsts for Sammi

■ Not many British industrialists work for Korean companies. George Turnbull, the man who moved from the old British Leyland in the 1970s to help build up Hyundai Motors, was one of them. Another is Dr Roland Madison of Sammi Steel.

Madison, now 43, was born in Grimsby, did his metallurgy and engineering studies in Sheffield and used to work for a Sheffield-based company called Osborn Steels. It closed in 1979.

Osborn Steels, however, had a technical services division which specialised in advising other steel companies. One of them was the Sam Yang Special Steel Company of South Korea, now known as Sammi Steel Co, Ltd. Sammi Steel may be about to become, if it has not done so already, the biggest special steel producer in the world.

Madison married a Korean in 1977. She did not much like England, and he switched to the Korean company when Osborn shut down. Since then he has done a long stint marketing Sammi products in Los Angeles, though he has also worked in Korea itself. "The working language when I'm around is English," Madison says, but he adds that Korean is not too difficult. "I can get around in it quite easily."

Now Madison is setting up in Toronto, for in August this year Sammi Steel acquired a number of stainless and special steel plants from Rio Algom, a Canadian subsidiary of Rio Tinto Zinc. It was the first major overseas acquisition by a Korean company. Two plants in the US went with the deal.

Madison's job will be to look after the co-ordination of all the North American plants, as well as the marketing strategy. "I'm still basically an engineer," Madison said in London on Friday, "but in the last few years I've been more involved

OBSERVER



I hate black Mondays.

in government in Oslo. Because of their large oil industry, Norwegians have earned the nickname "blue-eyed Arabs". Should Bonvik ban alcohol at ministerial receptions, Norway will have taken a step closer towards the religious fundamentalism practised by some of its oil-producing friends in the Middle East.

Yet there may be a hitch. Carl I Hagen, the Progress Party leader, on whose tacit support the new government depends, would like Norway's restrictive alcohol policy to be liberalised.

On the other hand, Hagen also favours legalised casino gambling. That could attract some of the Arabs to Norway.

Vive Napoleon
■ The ubiquitous Kenneth Branagh has probably had publicity enough. Still, anyone who has not yet seen it should try to catch up with his direction of John Sessions in Napoleon the American Story at London's Phoenix Theatre.

Anyone who likes outlandish bad puns and a touch of camp acting, that is. It is a one man show of amazing virtuosity. One way of viewing it is to see how many of the aliases you can catch. As for bad puns, there is Napoleon coming from Corsica and being "destined to his own patriotic"...

When he sits down at the end in St Helier the composer of Nap's Last Tap. The final note is Je ne regrette rien, played very loud by Plaff. Oddly enough, Sessions still manages to tell the Napoleon story.

Commonwealth

■ Here is at least one vote of confidence in the future of the Commonwealth, whose Heads of Government Conference (now to diplomats as CHOGM) opens in Kuala Lumpur this week. Richard Bourne is starting a fortnightly Commonwealth Newsletter.

It will be called just that – Commonwealth Newsletter – and will be modelled on such publications as Africa Confidential and Bourne says, even more so Latin American Newsletters. Both those publications have managed to serve a specialist public around the world over the years with items that would not always reach the newspapers in any case.

Bourne spent the last six years as Deputy Director of the Commonwealth Institute in London. Before that he was a journalist on New Society and the Guardian. One of his other great interests is Brazil.

A charter issue of Commonwealth Newsletter will be available in Kuala Lumpur. Publication proper starts in January.

Inside tip

■ Advertisement in a Norfolk newspaper: "For quick sale. Rowing machine, portable sauna, weight-lifting gear and several track suits. Owner going abroad."

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SECTION III

FINANCIAL TIMES SURVEY

Allegations of collusion by the UDR with Protestant paramilitaries have soured relations with

Dublin. For the new ministerial team in Belfast, led by Peter Brooke, security now dominates all issues. As Hazel Duffy reports, it is proving a baptism of fire

Rebuilding confidence

NORTHERN Ireland is one of the most troubled, most isolated regions of western Europe. The IRA may have moved some of its deadly activities out of Belfast to the Continent of Europe and the mainland. But the price of relative peace in the commercial centre of Belfast is the continued presence of soldiers on the streets, and the patrols by an increasingly efficient, military-style police force in the Royal Ulster Constabulary.

Yet the apparent success in quietening the province, is now bringing political problems in its wake. The Ulster Defence Regiment, the mainly part-time force within the army structure, has provided the new Northern Ireland Secretary, Mr Peter Brooke, with his baptism of fire.

Leaked documents and allegations of collusion by the regiment with Protestant paramilitaries have soured relations with the Republic of Ireland at the very time the thrust of trade and economic policy in the European Community, allied to the existence of the Anglo-Irish Agreement, should have pushed them closer.

The issue has been around for some time. But its surfacing now underlines the continuing lack of confidence by

the nationalists in security as reflected in the predominantly protestant UDR and RUC. Dublin sees itself as the protector of the nationalists in the north, but it has not been able to influence the implementation of security in the catholic areas of Belfast and Londonderry.

And so the barrier of the border between north and south is not softening, but hardening.

Security dominates. Any lingering opportunity that there might have been to strengthen the economies either side of the border, along the lines of the Benelux customs union many years ago, has been lost in the disturbances of the past 20 years. For Belfast and Dublin, the concept of 1992 is nothing to do with their own relations. Rather it is a question of their respective links with mainland Europe.

There are a few optimists who believe that 1992 will shake the border between Republic and province. Mr John Hume, leader of the SDLP and member of the European Parliament, predicts the impact will be dramatic. He talks about harmonisation on both sides of the border, and says that many of the divisions will have to go.

The new team of Northern



New way: businesses have welcomed the sale of Harland and Wolff shipyard as a welcome move towards a more viable economy

Northern Ireland

Ireland ministers sees the border only in terms of security. The Republic is viewed as an economic competitor in many areas. Farming is particularly seen in this context. More recently, Dublin and Belfast have both set out to woo financial service companies from Britain and mainland Europe, and the east coast of the US.

Ironically, both have a similar resource which makes them stand out in the contest to attract international investors.

The birth rate in Northern Ireland did not dip nearly as deeply as in Britain, in the years which are now reflected in the school-leaving population. The problem is knowing how to hold on to them.

That means jobs. Officially, unemployment has dropped in the province in line with the rest of the country. But many

believe that the figures have in fact gone up in some of the most depressed parts of the province.

These would include areas like west Belfast, where a proportion of young people are so alienated from the formal structure of government in the province that their future is already wasted.

But it is not only sections of the nationalist population which feels so alienated. As the years multiply since the ill-fated attempt at power-sharing in Northern Ireland, the feelings grow that the extension of Westminster and Whitehall power to the province increases the gulf between government and governed.

Perhaps, but there can be few who believe that Mr Brooke was appointed to make an impression in the province.

For the historian, Anthony Stewart - better known to his readers as A.T.Q. Stewart - who in charting the history of Ulster in his books has provided a rare insight into the mind of the Ulster Protestant (Belfast Telegraph on the pub-

able man, he is nevertheless seen in the province as having been appointed to "hold on" until the next general election.

His officials try to portray the Northern Ireland job as a testing ground for politicians - Mr Brooke's predecessor, they argue, went on to head the Ministry of Defence, Mr Douglas Hurd to the Home Office. It is a London-based view to see the province as a political backwater.

He admits that many people are better off under direct rule. But, for him, and for many who profess the various Unionist views (although Dr Stewart is not a member of any political party), it is the unresolved question about the government of the province which matters most. In the vacuum, the fear is that the Anglo-Irish Agreement must mean that Britain intends at some stage to get out.

The decision by the Conservative Party to organise in Northern Ireland - which won overwhelmingly backing at the

CONTENTS

Domestic politics	2
Economy; Public expenditure	2
Industry: Short Brothers;	2
Construction; Profile: Perseus Nuprint	4
Agriculture; Property; Leganoid Initiative; Profile: F.G. Wilson	5
Tourism; Map	8

Tory party conference last week - might help to moderate this fear.

The anachronism of separate - and sectarian - political parties in the province has fostered the sense of isolation which is exploited by the extremists.

Moderates talk, hopefully, that the struggle, as perpetrated by the IRA, is perhaps being seen by some of its natural supporters as out-dated. The 20 years since the army went into Northern Ireland to ask itself whether it was any nearer its declared aim, as well as providing a gruesome anniversary for the British people to reflect on.

The actual anniversary passed with little event. The foreign press, dipping into the province for the first time for many years, was even accused of "manufacturing" incidents for the purpose of providing newsworthy back home.

Talk of "glimmers of hope at the end of long tunnels", however, gives way to another round of despair when - as so often happens - the IRA perpetrates an atrocity like that in Kent. But there is talk of splits within the IRA, and frustration with a campaign that seems to be going nowhere. The professionalism of its terrorism, acknowledged by ministers in the province, might in time lead to a growing isolation from much of the nationalist community.

Life does, of course, go on. The centre of Belfast is resuming its former role as a solid provincial city. Much of suburban Belfast and the wealthy hinterland have mostly escaped the troubles. This leads to the admirable determination that "business goes on as usual", but also a sense of eyes closed to the underlying tensions like that in prosperous parts of US cities where the threats posed by racial groups are conveniently overlooked.

Housing costs in the province are much lower than on the mainland. The spending power of those in work is higher. Out-of-town shopping centres are complementing the new centres going up in the middle of town, where the contents of new car parks display the same affluence as in the south of England. Once in the centre, there is no intrusion of the

security searches which were obligatory a few years ago.

The Government gave notice of its intention to make the economy more independent of state hand-outs some time ago. It is interpreted in some quarters as an indicator of a far more significant silent plan to withdraw from the province.

The business community, however, mostly views the unloading to the private sector of the two big Belfast industrial companies, Harland and Wolff and Short Brothers, as a welcome move towards ultimately a more viable economy. The way in which electricity is to be privatised will be watched closely as a test of the Government's determination to make the economy more like that on the mainland.

The decision by Montupet, the French car components maker, to put its UK base in Belfast, was particularly welcome. As yet, there has been no similar move by the Japanese to make Northern Ireland a base for Europe, at least not on the scale of their investments in other parts of the UK.

Some US companies, however, have seen the opportunities of linking with companies in the province to strengthen their position in Europe.

The entrepreneurial spirit so praised in Britain can be found in Northern Ireland. There are several examples of companies which have been built up from scratch. The founder is most likely a local, possibly someone who has worked abroad, but recognises the potential that a good workforce can provide, and returns to set up business.

European funds have helped to expand the network of small business agencies, which work with the Government-funded Local Enterprise Development Unit (the small business equivalent of the Industrial Development Board).

Another significant development in the past year was the enactment of the Fair Employment legislation - less rigorous than some would have liked. In the US, several states have voted for the McBride principles which imply positive action on behalf of the minority - but seen by others as a needless bureaucratic intrusion. It will at least make it easier to monitor the success at breaking down sectarian barriers in employment.



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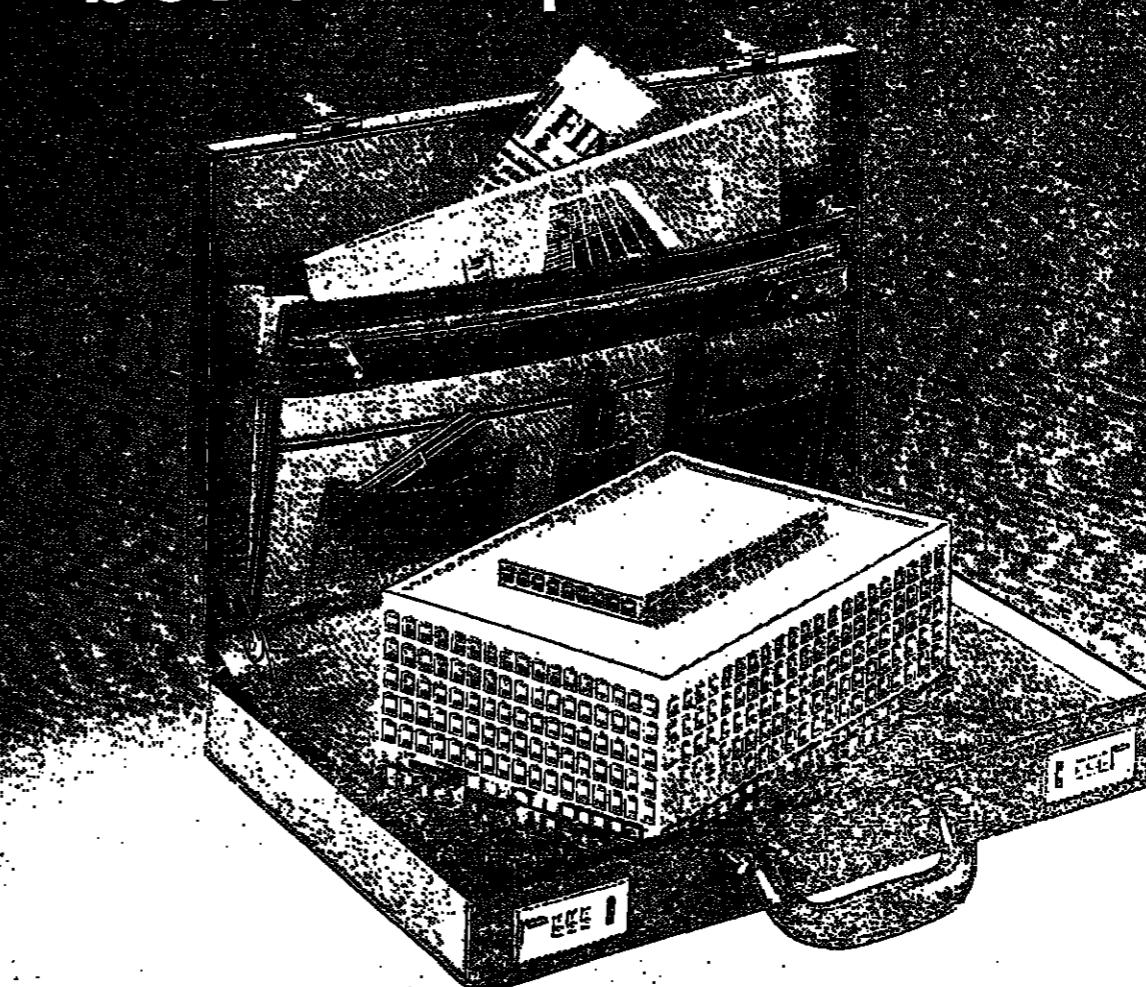
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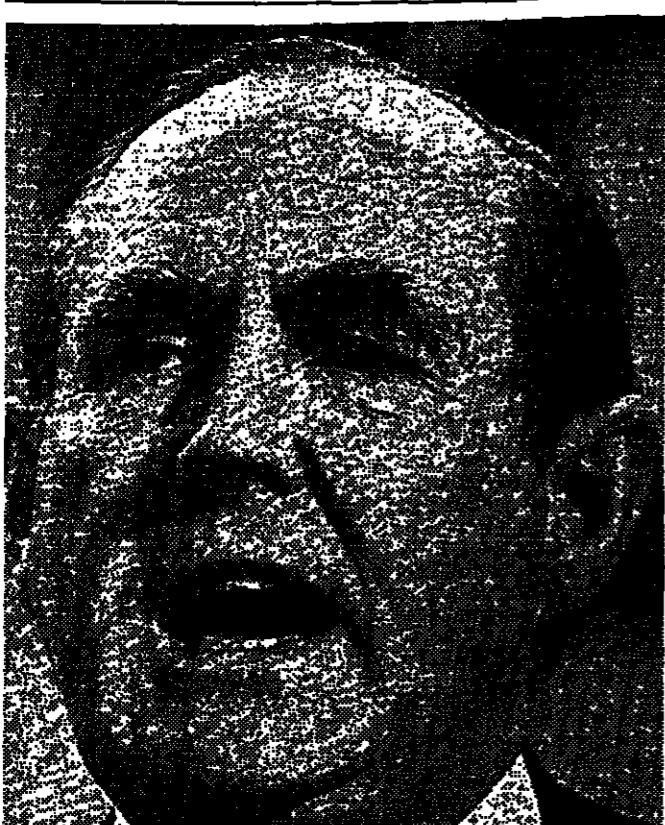
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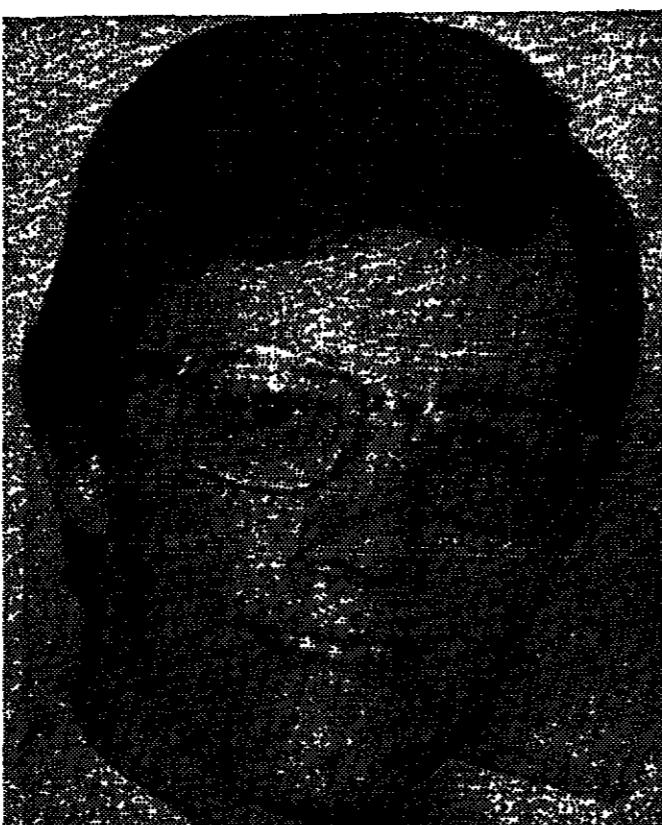
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NORTHERN IRELAND 2



Peter Brooke (left), on whom judgement is still awaited; Peter Robinson, viewed as the pretender to the Paisleyite DUP throne



Kieran Cooke on attempts to break the domestic deadlock

Few fresh brush strokes being applied to political make-up

DIGGING out the old political files on Northern Ireland can be a rather salutary experience. "Unionists reject new plan," SDLP says nationalists isolated, "Government calls for new approach" are the headlines of 10 years ago.

So what has changed? The cynics would say very little. It is still a brave, perhaps foolish commentator who predicts any breakthrough in Northern Ireland.

Yet the past year has had its moments. Early in the year came the revelation that a group of politicians from the Official Unionists, the Democratic Unionist Party and the mainly Roman Catholic Social Democratic and Labour Party had been holding secret talks at a venue in West Germany. Among those in attendance were such leading lights as Mr Peter Robinson, looked on as the pretender to the Paisleyite DUP throne, and Mr Austin Currie of the SDLP.

Possible ways to break the impasse on some form of power-sharing government had been discussed at the meetings. A possible break in the workings on the Anglo-Irish agreement had been mentioned.

But when the story broke the political leaders quickly scurried back to their bunkers. There had been no breakthrough; it was all fanciful journalistic hyperbole. Mr Robinson was told to keep his head down.

Mr Currie later announced he was giving up on Northern Ireland politics and moved across the border to be promptly elected to the Dail, the parliament in Dublin.

There have been two elections and a reshuffle at the Northern Ireland Office in the past year. Again change but little.

In local elections in May the Unionists, led by Mr Jim Moloney, were once again confirmed as the largest party in Northern Ireland, polling 32 per cent of the vote. But below them there were some interesting movements.

The SDLP, led by Mr John Hume, saw its vote rise to more than 20 per cent and it gained control in some important areas. Most significantly, Mr Ian Paisley's DUP saw its vote drop substantially to 17.8 per cent of the total. A widely predicted drop in the vote for Sinn Fein, the IRA's political wing, did not materialise, though the party did lose some support in rural areas. The vote for the moderate Alliance party stayed about the same.

Analysts were quick to predict cracks in loyalist political resolve. The drop in the DUP vote meant the end to the more extreme brand of unionism. Mr Paisley, the blustering verbal bomber of the province's politics for more than 20 years, was finally running out of steam.

While there is little doubt that many loyalists have grown rather weary of what is perceived as an often petty DUP campaign waged against the Anglo-Irish Agreement in Northern Ireland's council chambers, there is also little doubt that loyalist antagonism toward the Agreement is as strong as ever.

The "Ulster says No" banner on Belfast City Hall might be faded, but its message is as definite as it was four years ago when the Agreement was signed.

The idea of Mr Paisley taking an early political bath was quickly squashed in European elections in June. The DUP leader once again topped the poll, though with a reduced vote. Predictably Mr Hume was returned, and with his biggest ever vote, while the Unionists elected Mr Jim Nicholson, a quietly spoken farmer, as their new MEP.

In July came a change of regime at Stormont. Out went Mr Tom King, longest ever serving Secretary of State, and a man who was commonly regarded to have grown into a solid and committed occupier of the most difficult of jobs. Mr King, when he took over the job in 1985, had committed a

few gaffes. His successor, Mr Peter Brooke, has done the same. Worse, he chose to do so on the always inflammable subject of the Anglo-Irish Agreement.

Mr Brooke's minders were quick to deny any change in the position: London was as firmly committed as ever to the continuance of the Agreement. But such things create new uncertainties in a very uncertain political environment.

The people of Northern Ireland do not look kindly in the "flow in" rules behind the fences of Stormont Castle.

Mr Brooke's appointment is commonly seen as an example of a "muddling through" approach by Government.

The common perception is that Mrs Thatcher has run out of patience with Northern Ireland and is only interested in matters pertaining to security. Yet Mr King worked hard for change and fought many battles on Northern Ireland's behalf in London. Judgement will have to wait on the Brooke administration.

So much for the movement on the surface of Northern Ireland's politics. Down below things have been a little more interesting. Perhaps one of the most significant developments has been the growing campaign for the Tory party to organise in the province. The matter was overwhelming support at last week's Tory party conference. The decision is likely to have profound effects on the political character of the province.

At present the people of Northern Ireland are isolated within their own party system. The nationalist/loyalist, Catholic/Protestant divide is in many ways institutionalised within the existing party political framework within the province.

There are likely to be more "talks about talks" and attempts at new initiatives.

But for the time being at least, there is little sign of any fresh brush strokes being applied to Northern Ireland's political make-up.

Mr Brendan Clifford, founder of a body called the Institute for Representative Government in Northern Ireland, has pointed to recent polls showing that more than 50 per cent of

State spending is a vital prop to the economy, writes Hazel Duffy

Symbols of confidence mask considerable vulnerability

CONSUMER spending and rising real incomes have instilled a new confidence in Northern Ireland business. It is particularly noticeable in the new shopping developments that are springing up, and in new leisure and recreation facilities.

Government backing, in the form of grants, has been an important element in creating private sector confidence. To date, there are only small signs that the private sector is willing to develop offices and industrial premises without substantial assurances that the public sector is behind them.

In spite of the symbols of confidence, the Northern Ireland economy is vulnerable.

The main market of the province is the mainland. Facilitating growth in the UK economy must have an impact on the fragile recovery from the recession of the early 1980s. To some extent, this has meant relying less on manufacturing. The recent growth years, however, have been good for some regions, particularly the West Midlands, precisely because it is manufacturing the goods which are in demand.

Manufacturing has declined in Northern Ireland partly because international companies - mostly brought in with the help of government -

rationalised at the expense of the province, and because local companies have not expanded as much as in other parts of the country.

But manufacturing is still an important component of the Northern Ireland economy for several reasons. Dr Graham Gudgin, director of the independent Northern Ireland Research Centre, believes that the future performance of the sector "will be of critical importance... it is crucial to the prosperity of the province.

Government backing, in the form of grants, been an important element in creating private sector confidence

largely because it is the major source of export earnings and a significant potential recipient of private sector capital inflows. The service sector, on the other hand, tends to depend more on local demand.

Between 1979-86 - the period covered by the research centre in a recent study - employment in manufacturing fell by 39 per cent with the loss of 65,000 jobs. Output also fell, by 19 per cent. This was a slightly poorer performance than for the rest of the UK.

More recently, employment

in the sector has been stabilising. With a natural increase in the population and relatively high unemployment (15.2 per cent in August 1989), employment is a very relevant factor.

But manufacturing in Northern Ireland is proportionately smaller than in any UK region except the south-east of England, where there is a much higher presence of tradable services.

Manufacturing and agriculture "are probably capable of supporting a regional income

Westminster of the province since 1972.

Mr Arthur Luke, a director with Touche Ross management consultants in Belfast, says that the strong public sector should be used to reinforce development policies in the province. This has started to happen in a small way. For instance, the Government is moving social service jobs from the south-east of England to Northern Ireland. The Passport Office in Belfast is to be expanded.

But he also acknowledges that the comparatively large public sector, while providing basic stability, blunts the dynamism which is needed in the new entrepreneurial style of the UK.

He identifies two other weak strands: a lack of a substantial capability in Northern Ireland to generate internally the economic growth to alleviate problems; and the difficulty that the province has experienced in sharing fully in UK economic growth over the past few years.

On the other hand, he expects that the much higher level of general business confidence "will retain sufficient buoyancy to withstand, in the next couple of years, anything other than an actual recession in the wider economy."

Jim Flanagan on an efficiency drive likely to impress Whitehall

High-tech savings solution

A NEW high-tech approach to public spending control in Northern Ireland is producing remarkable results which are being closely monitored throughout Whitehall.

By developing a simple computer-based performance indicator system, governments right across the Northern Ireland civil service are making dramatic savings and pointing to significant benefits for the taxpayer.

Mr David Court knew when he came to Northern Ireland that his role would not make him a front runner for winning popularity contests. As director of the Government's Central Unit on Purchasing for Northern Ireland, CUP(NI), he was given a clear brief - review all leading purchasing strategies across all departments and promote savings.

The remit reflected Government's policy of rooting out waste in public spending but it was an awesome task in a UK region where public expenditure annually runs to more than £5bn.

The unit was set up following a review by external consultants Purchasing Index UK Ltd, which reviewed the purchasing, contracts and supply functions of all Northern Ireland departments.

It also recommended the development of a common computer-based information management system with specific emphasis on purchase price monitoring and departmental cost comparisons.

By the autumn of 1987 Mr Court had identified the modules that would make up a comprehensive purchasing

information system and within months had settled on a prototype produced by McDonnell Douglas and Bellman Systems, a software house in Somerset.

He is realistic on its limitations but enthusiastic about its capability to assist managers in making significant savings.

"The system tries to unravel mountains of print-outs and present the information on easily understandable screens for key decision takers," says Mr Court.

"The system itself does not

provide savings. That arises from action taken by staff on information available at the touch of a button."

The new approach appears to be pointing the way to significant benefits for the taxpayer. Areas covered include the departments of Agriculture, Education, Environment, Finance and Personnel, Economic Development and Health and Social Services.

Last year the system produced savings of £17m across central government departments or 6.3 per cent of a total £265m spent on goods and services.

The introduction of a car scheme was a result of the central purchasing initiative. By analysing the mileage allowances costs of civil servants managers quickly discovered that in many cases it would be more prudent to provide cars

analysing contracts a new deal was negotiated which produced savings of more than £200,000 last year.

The system enables senior management to gain access to a wide variety of performance indicators. They show the relative spending patterns of certain key commodities across the various divisions of the public sector. Access is gained by personal codes and users are able only to review that information for which they have clearance.

Because it has been targeted for use by both members of the Northern Ireland Office ministerial team and professional purchasing officers, the service is easy to use and provides information in simple graphical display, highlighting areas for further investigation.

Last year the system was expanded to provide an online

index of 4,500 Northern Ireland companies able to supply goods and services to the government. It enables purchasing officers to scan a variety of products and the costs involved.

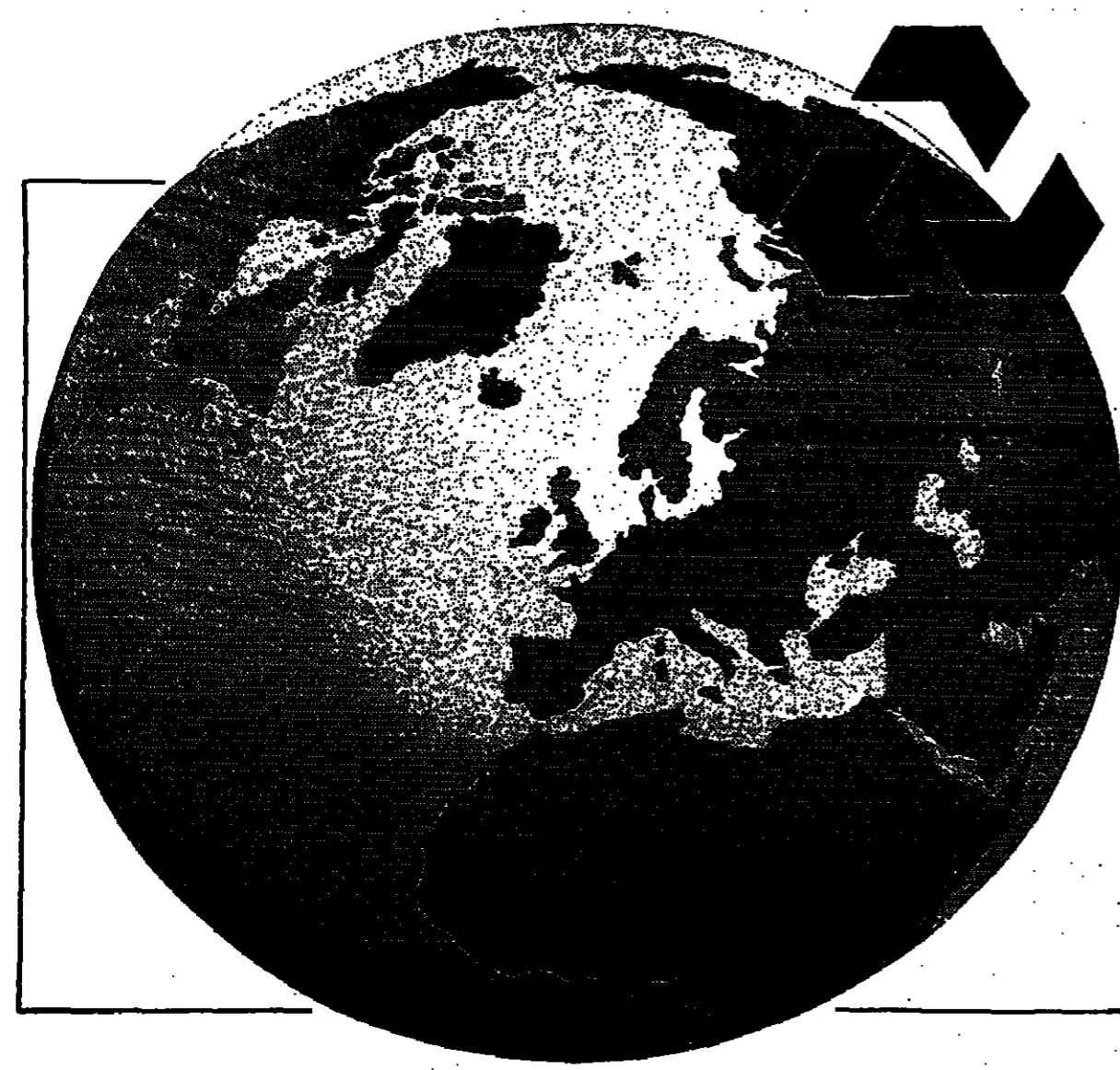
Developments under way include online access to HMSO catalogues using free text retrieval methods of access, and the production of an integrated purchasing information system showing where goods and services may be purchased on the best terms.

There is an incentive for good cash management and prudent purchasing procedures. A general principle has been established that money saved will be made available for priority projects within departments.

The experiment is being carefully monitored by Whitehall, already sensitive to criticism that Little has been done to provide for more effective purchasing procedures.

Earlier this year Mr Michael Heseltine, Conservative MP, said sophisticated management information system technology was essential if the Government's aim of reducing the size of the Civil Service and getting better value for money was to be achieved. Mr Heseltine is concerned that progress has been slow and has called for a Treasury minister to be appointed to oversee management developments.

Northern Ireland is a relatively small department in the context of overall UK Government expenditure, but the results are unlikely to be ignored.



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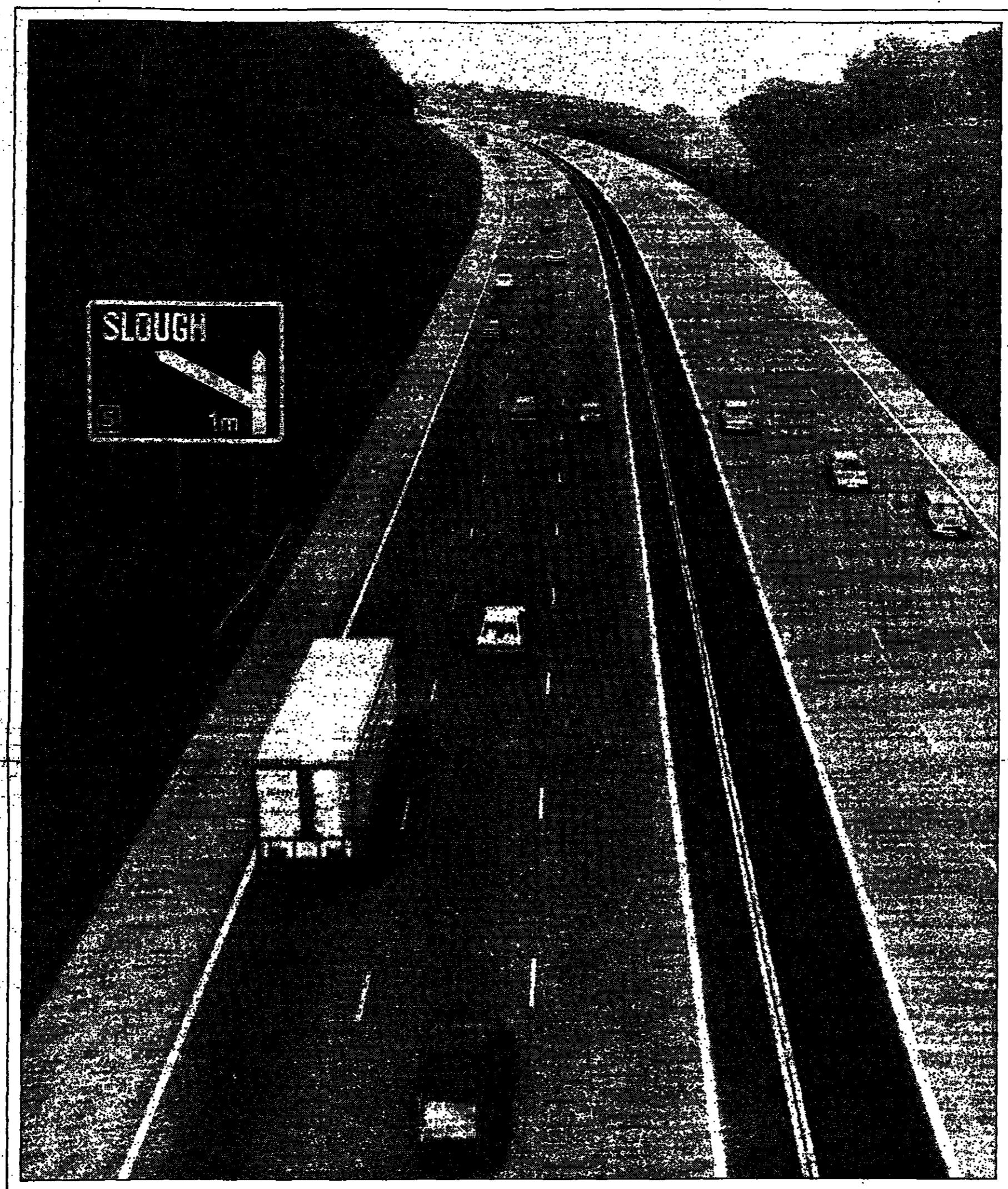
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NORTHERN IRELAND 4

FT writers examine, on this and the facing page, the province's leading industries and profile some private sector successes

THE LUMBERING form of the Belfast freighter aircraft, a four-engined white elephant of the 1960s, still comes back to haunt Short Brothers as Northern Ireland's biggest industrial company starts a new life in the private sector, under Canadian owners.

The veteran freighters, bought back from the RAF by a transport company, are used these days to ferry wings to the Netherlands for assembly in Fokker airliners. Until the Tucano trainer, now being built, it was the last aircraft ordered from Shorts by the British Government: a gap of 25 years.

Shorts went ahead in 1980 on the basis of an expected requirement for 30 aircraft. But the order stopped at the original 10, leaving Shorts to carry the bulk of the development costs: the Government, as its shareholder, never relieved it of this debt burden.

Shorts never had much reason to be thankful for nationalisation. It was taken over in 1943 because of difficult relations with the Ministry for Aircraft Production. After years of Government failure to provide the capital it needed, this year's privatisation has been greeted with considerable relief.

The transfer to Montreal-based Bombardier, formally signed on October 4, came with a £750m net down by the British taxpayer. Against the sale price of £30m, the UK Government is providing £750m in grants, waived debt and interest-free credit. In the year to March 1988, before it was put up for sale (the last published results), Shorts had shown a loss of £142.5m, including exceptional write-offs, equivalent to 74 per cent of its turnover.

When the takeover was cleared by the Department of Trade and Industry, it was lumped together in the same announcement with another operation by a French undertaker. But Shorts sees its change of ownership not as a funeral but as a resurrection.

The Canadian group, which made its name in snowmobiles, branching out into fields ranging from trams to the Canadian aerospace company, has promised to keep Shorts' identity and to initiate a "major modernisation and re-equipment programme." Shorts, whose

main facilities are still virtually unautomated, needs it.

Investment, running at an average of about £5m a year for the past five years, according to the company, is set to leap to about £200m in total over the next five.

Shorts still uses original buildings from 1937, when it first set up manufacturing in Belfast, then in a joint venture with the Harland and Wolff shipyard.

The two pillars of Northern Ireland industry rub shoulders on the eastern shore of Belfast Lough, next to the Shorts-operated Belfast City Airport.

Harland's decline has left Shorts, with its workforce of 7,200 and four main industrial sites in the Belfast area and in Newtownards, as the province's largest manufacturing employer.

Shorts concentrated its activities in Northern Ireland after the Second World War, leaving its Rochester, Kent, base. The company can claim to have been the world's first aircraft manufacturer, its title to that claim being a 1909 contract to build six biplanes for the Wright brothers. It designed and flew the first all-metal aircraft, and was a pioneer in flying-boats. After the Second World War, however, it turned to relying heavily on participation in other people's ventures, such as the Canberra, the Bristol Britannia.

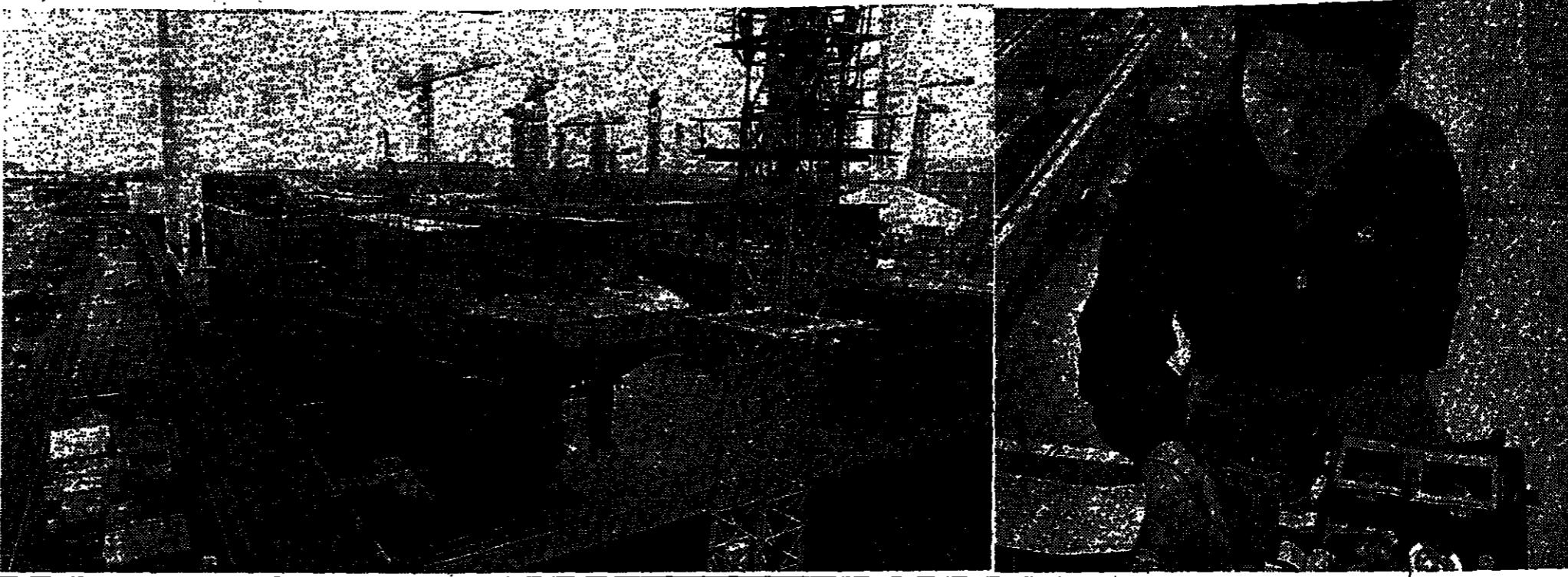
Its quest for new products led it into aircraft research and into missiles in the late 1950s.

In the 1960s and 1970s rugged, box-like Skyvan aircraft and shoulder-held Blowpipe missile established today's main product families.

Bombardier has promised to keep Shorts as an integrated design and manufacturing unit. It is committed to holding the shares for at least four years, and Shorts management is confident that the Canadian company is in for the long haul.

It makes a curious alliance a company firmly rooted in Catholic French-speaking Canada, savours of this stronghold of working-class Protestantism.

The link has forced Shorts to abandon the F1X twin-jet aircraft project it was working on, in favour of the Canadian group's regional airline. Shorts will make about 25 per cent of the airframe for the RJ, in addition to the 130 being made



SHORT BROTHERS

New life in the private sector

a stretched version of the current Challenger, allowing it to maintain the same overall balance between its main activities.

But Shorts is still having to take on a lot of changes in a short time, beginning with a recent switch from a centralised structure to five operating divisions.

Its civil aircraft division is a slight misnomer since it includes not only the 330 commuter transport aircraft, a descendant of the Skyvan, but also the Sherpa, military version of the Shorts 330 made to US requirements.

Military aircraft covers one product – the Brazilian-designed Tucano, chosen by the RAF in 1980 and largely remade to accommodate a larger engine, at the cost of a year and a half's delay – and logistic support for military clients. Despite the hold-up, the Tucano has orders from Kenya and Kuwait for 30 aircraft. In

the wake of fair employment

legislation in the 1970s, it says it has managed to increase the proportion of Catholics in its workforce from about 5 per cent to about 11 per cent, setting up a recruiting office in central Belfast and trying to project itself to Catholic schoolchildren.

Efforts to establish a "neutral working environment" have brought some spectacular clashes, with regular conflicts over orders to tear down Union flags and Loyalist emblems fastening the workshop walls. But in this year's summer marching period, the flag war was avoided for the first time.

These days just one Union flag flies, year round, on the main site of the main headquarters building. It is part of the agreement. But there were new flags out, Canadian flags, in the aircraft assembly building when Shorts was formally handed over to its new owner, and nobody at Shorts was in a mood to object.

Industry trends: Harland and Wolff (left), whose privatisation has been welcomed by the business sector and an engineer at the South Korean-owned Daewoo video plant in County Antrim

Profile: Perfectseal Nuprint

Export leader

manager said I were going to have an awkward meeting."

The outcome of the joint US/Northern Ireland venture, Perfectseal Nuprint, was able to expand quickly, and it emerged as more structured company.

It is one of those success stories which crop up in the province from time to time, with regular conflicts over orders to tear down Union flags and Loyalist emblems fastening the workshop walls. But in this year's summer marching period, the flag war was avoided for the first time.

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David White

CONSTRUCTION

Reality behind the busy façade

Contractors in the province showed output and employment dropping rapidly and public expenditure on construction cut to a much greater degree than in the rest of the UK.

Since then, all sectors, with the possible exception of civil engineering, have seen an increase in demand with new work emanating from the private commercial and industrial sectors.

The growth in private sector demand has replaced some of the lost public sector construction programme, which has been reduced in accordance with government policy on

capital expenditure.

Turnover in the Northern Ireland construction industry now stands at about £1.5bn a year, representing some 20 per cent of the province's gross domestic product.

About 35,000 are employed in the industry's 2,500 construction companies. The turnover breakdown is estimated at 275m public spending, 350m private commercial and 225m private housing.

In recent years the private house building sector in the province has seen record levels of output with around 6,000 new homes completed each year.

With most business accounts you hand over a service charge on every transaction you make.

There are signs, however, that demand is slowing and this year the level of completions is expected to fall and may continue to decline for the next few years.

Policy over public sector housing, which is the responsibility of the Northern Ireland Housing Executive, has seen a distinct change in emphasis.

The executive has reduced its programme of new starts to concentrate on improving and rehabilitation of existing stock.

This policy is set to continue as the executive does not foresee any immediate increase in their planned level of starts of some 1,200 units a year for the next two to three years.

The battle to win public authority housing contracts is intense and competition among companies fierce. A director of a small building company said: "I would say competition is tougher than ever. With so many companies vying for work, one is faced with the dilemma of quoting a realistic price allowing for a modest profit margin or pitching deliberately low to fend off competitors. There is no room for error."

The general contracting sector has benefited from the majority of the increased demand from private, commercial and industrial projects. In addition, the pump-priming effect of urban development grants have helped the regeneration of Belfast city centre while the Laganvale Project, a multi-million pound initiative, has revitalised the city's river basin.

Proposed cross-harbour bridges are expected to provide further opportunities for Northern Ireland based construction companies.

A recent announcement of a grant of almost £500m from the European Community, as part of its revision of structural funds, will mean increased expenditure on infrastructure, and in particular transportation schemes throughout the province. The aim is to improve the effects of Northern Ireland's peripheral geographic

location in relation to the rest of the EC.

The Federation of Building and Civil Engineering Contractors is playing an active role in assessing the implications for the industry of the Single European Market in 1992.

In particular, the new Construction Products directive will have a profound effect on all aspects of building and construction in the EC. This directive sets out the ground rules to be met for the standards applied to construction products to be used in the Community.

Member states have until June 1991 to implement the directive by national legislation.

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A recent announcement of a grant of almost £500m from the European Community, as part of its revision of structural funds, will mean increased expenditure on infrastructure, and in particular transportation schemes throughout the province. The aim is to improve the effects of Northern Ireland's peripheral geographic

Gallaher - part of Northern Ireland

Through the Gallaher Business Challenge Awards Scheme, now in its fourth year, Gallaher aims to highlight outstanding examples of small business development in Northern Ireland. Also, as one of the major funding bodies since 1981 of the highly acclaimed Ulster Orchestra, Gallaher is supporting a vital aspect of the Arts in the Province.

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AGRICULTURE

Ominous warnings in the wind

AFTER the mildest winter in living memory in 16 years, one would expect an atmosphere of autumnal contentment on the farms of Ulster. But there are ominous warnings in the wind for the province's multi-million pound industry.

According to the Northern Ireland Economic Council, the much respected 'watchdog' body, the Government could be handing farming better and farmers themselves could be doing more to sell their produce.

Highlighting the changes under way in an industry which gives employment to more 60,000 people and produces an annual gross output in excess of £200m, the Economic Council paints a picture of change for the future.

And it suggests that to cope with these changes, Northern Ireland needs to develop a 'clear perspective on the needs of and opportunities for all of its rural society.' However, there is, it adds, 'little indication this is happening.'

On the role of government, it states: 'Policy on agriculture in Northern Ireland often appears to be formulated separately from policies on the rest of the economy. Co-ordination at a policy level between Government departments which have responsibilities which impinge upon agriculture seems limited.'

The Economic Council warns too of the 'negative consequences' which could arise from the probable concentra-

tion of the food processing industry and distribution section.

'At the moment only four or five of the top European Community-based food companies are present in all the five largest EC national markets while about half are present in only one or two countries. Major consolidation is already under way and reduction in the

number of buyers of farm produce in particular locations is probable.'

The council states that retailing is likely to become even more dominated by the multiples with farmers having fewer potential buyers for either processing or retailing. Farmers' bargaining power will be reduced, it adds.

'As the market becomes more concentrated these dif-

ferences could intensify,' it warns.

The council believes it is in the area of food processing and marketing that the European Single Market in 1992 will have its most immediate impact.

Other concerns include the occasional failure of the industry to produce adequate supplies of consistently high quality product lines, particularly fruit and vegetables.

Employment in Northern Ireland agriculture has remained remarkably stable over the past six or seven years compared to other regions of the UK.

The past year has, however, proved to be a fair one for Ulster's farmers. Earnings increased by 6 per cent, boosting farmers' income to an estimated £120m, the second highest level in real terms during the past 10 years.

According to the Department of Agriculture's Statistical Review, while input costs rose by more than producer prices the effect of this was more than offset by a 3 per cent fall in the use of inputs. The volume of agricultural output was virtually the same as the previous year with higher marketings of sheep and lambs, poultry meat, cereals and

trations by 12 per cent.

Agricultural census returns

revealed there were 3 per cent fewer dairy cows but 5 per cent more beef animals in the province last year. But the total cattle breeding herd remained virtually unchanged. There was a further significant increase in sheep numbers which passed the 2m mark for the first time.

The number of holdings and

farm businesses in Northern Ireland decreased by less than 1 per cent and while fewer farmers were classified as dairy, mixed and cropping, there were more in the categories devoted to beef cattle, sheep and horticulture.

According to Mr John Millar, chairman of the province's Livestock Marketing Commission, 1989 was a year which produced unsatisfactory returns for farmers feeding winter cattle.

'This has accentuated our seasonality of production and made it difficult to trade with supermarkets who want beef supplied to them 52 weeks a year,' he says.

'Without doubt we are living through the last days of end-price support and must prepare ourselves for total dependence on the commercial market.'

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NORTHERN IRELAND 7

FAIR EMPLOYMENT

New legislation designed to appease nationalist fears

JOBS, or the lack of them, has been one of the issues at the centre of "The Troubles" in Northern Ireland for the past 20 years.

The picture is still not a bright one. The unemployment rate in Northern Ireland continues to be the highest in the UK. The number out of work has been dropping but in June more than 15 per cent were jobless. More dramatically, in some areas of Londonderry and West Belfast, unemployment is more than 70 per cent.

Surveys have consistently

ing rules against religious discrimination: it forces companies to monitor the religious composition of their workforce and to abide by a code of conduct. Those failing to follow such procedures face having lucrative public contracts and grants withdrawn and in some case hefty fines.

The new legislation also sets up a Fair Employment Commission in place of the old Fair Employment Agency, with considerably more powers of investigation.

To some, the new legislation is a retrograde step. Mr Peter Robinson of the Democratic Unionist Party said that the only result would be further divisions in the workplace.

Speaking during a Commons debate, Mr Robinson said the legislation purports to be in favour of fair employment but in reality it was dispensing with the criteria of merit in favour of criteria based on religious and political views.

The Labour Party was meanwhile disappointed that the powers of the new law were not more extensive. The Government feels the new legislation goes a long way towards appeasing nationalist fears about job selection while stopping short of instituting a system of positive and, in some cases, reverse discrimination.

Mr Tom King, the previous Northern Ireland Secretary of State, and other ministers, had denied that outside pressure

had led to the new law being introduced. In Dublin, the view is somewhat different. There it is felt that pressure brought by Irish officials through the workings of the Anglo-Irish Agreement was one of the key factors in the introduction of the Fair Employment Bill.

Perhaps the most significant was pressure being mounted in the United States. In the 1980s a highly vocal and well-organised Irish-American lobby has been waging a campaign against what it sees as discrimination against Roman Catholics in Northern Ireland.

Individual states in the US have been pressuring to adopt the "MacBride Principles", a code which makes investment in Northern Ireland conditional on acceptance of such things as increased Roman Catholic participation in workforce and managerial and administrative posts being set aside for Roman Catholics.

The Government has argued that the "MacBride Principles" represent positive discrimination and would be counter-productive if introduced. Early this year Mr King went on a special trip to the US to argue the Government's case and spell out what he felt was the rigorous religious monitoring that Northern Ireland's companies will have to implement under the new legislation. However, it seems the campaign in the US is continuing. These are obviously early

days and the effect of the new law will not be seen for some time. But at the centre of the question is the need for new jobs.

The Northern Ireland Office, the Industrial Development Board, and other agencies have done much to promote a new range of job opportunities but in many ways Northern Ireland has missed out on the boom and the growth in employment levels that has taken place over recent years in other regions of the UK.

Many feel the unemployment

Companies failing to follow the rules face having lucrative public contracts and grants withdrawn and in some case hefty fines

figures would be worse were it not for the rapid rise recently in various employment schemes, many of which, say critics, are only aimed at creating short term or part-time jobs.

Unemployment figures also do not take directly into account the considerable level of emigration from Northern Ireland in recent years. "You can't have fair employment if you don't have jobs in the first place," said one unemployed man in Londonderry.

Kieran Cooke



In spite of the rise in employment schemes, the unemployment rate in Northern Ireland continues to be the highest in the UK

INNER-CITY RENEWAL

Welcome lift for Londonderry

MR PADDY Doherty, 63 years old, ex-building foreman, is an important man in Londonderry (Derry as it is called by everybody locally). He was the initiator of the Derry Inner City Trust back in 1979, when the city presented a sad mixture of dereliction by IRA bombs and poor 1960s planning.

Large-scale re-building was not on the agenda. But Mr Doherty, mindful of the effects of physical renewal on Belfast, which was one of the pillars of cities for the attentions of the

European Regional Development Fund, wanted to see Derry have a chance.

He was not interested in purely physical renewal. His plan was to provide jobs and skills for young unemployed people in Derry, sporting activities, facilities for the disabled, and to improve the environment overall. His aim was to regenerate the city.

"If people are not given the opportunity to participate, then emotions are blunted by apathy," says Mr Doherty. He

shows an audio-visual in the Trust's offices which recalls the history of the city. His commentary lingers on the injustices of the long distant and more recent past, perpetrated by both sides of the sectarian divide.

The trustees include the Roman Catholic Bishop of Derry, the Church of Ireland bishop, and a non-conformist minister, as well as eminent local people.

Mr Doherty was active in the civil rights movement in Londonderry in the late 1960s. He has plenty of first-hand knowledge of the troubled which have spilled over into his current work. The Heritage Library, so lovingly restored by the Derry Inner City Trust four years ago, fell victim to an IRA bomb attack less than a year later.

But he remains an optimist. He proudly shows off the new "craft village" which was opened recently. But his bold vision was the castle built near the walls in the north-east of the city on the remains of an ancient fort.

Mr Doherty tells his guests about how he tracked down the owner of the site in London and offered him £1. Planning permission was finally given and the building painstakingly re-created. The plan is that it will lead, historically and physically, to a tiny medieval village, a tourist trail in a city which is not naturally on the itinerary.

The improvement of the environment is high on the Londonderry agenda. Mr Richard Needham, minister for the economy, is credited by some as responsible for "putting the buzz back into Belfast". He wants to do the same for Londonderry.

In 1988-89, urban development grants totalling £1m were paid out by the Government in the city, which generated £2.5m private investment. To date, however, the programme has tended to be untargeted.

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Hazel Duffy

IN POPULAR Ulster mythology, local lawyers, along with demolition contractors, builders, glaziers and sundry other professionals are widely believed to be reaping rich profits from the continuing conflict.

In reality, at least as far as lawyers are concerned, the suggestion is unfair. However, the enduring belief is at least partly responsible for the dramatic increase in the numbers of lawyers practising in Northern Ireland.

Before the outbreak of the current violence two decades ago, there were no more than 60 barristers, 36 of them juniors, in Belfast's centralised Bar Library. Today, there are around 300, upwards of 40 of whom are senior counsel.

According to Mr Michael Davy, secretary of the Northern Ireland Law Society, there are now 1,150 solicitors in Ulster, a figure double the statistic of a decade ago and probably treble that of the 1960s. Two thirds of today's solicitors are said to be under 35 years of age, a significant pointer in itself.

"A lot of criminal work is troubles related and on the civil side a large amount is related to compensation for personal injuries and property damage arising from the current situation," says Mr Davy. "But I think it fair to say that in general this is not the way most solicitors would like their practices to expand."

Accusations are sometimes made that "The Troubles" are good for business and in the short term there may be some benefit in it for some, he adds. "But in the long term an expanding economy and overall growth in prosperity would obviously be preferable."

Mr Davy's views are echoed by other legal professionals, who point out that continuing political instability down the years has been a big factor in hampering inward investment and the growth of the lucrative commercial work which local solicitors might have expected.

Certainly, in explaining the expansion of the profession in Ulster, factors other than the endemic violence are also relevant: one of the most vital being the introduction in the 1980s of a comprehensive legal aid system in Northern Ireland, which opened the way for increased litigation.

Currently most terrorist trials are legally aided. One of the major "supergrass" trials of the early 1980s, involving 38 defendants, ran for 121 days. The case, which ended in the release of most of the defendants on appeal, cost the taxpayer £1.25m.

While that case was exceptional, Northern Ireland's legal bill has increased yearly, meriting the personal attention of the Lord Chancellor, Lord MacKay. During a brief visit to Belfast last year, he noted that

the 1988 bill for legal aid would be around £12.5m compared with £2.7m in 1978.

The prevailing criminal legal aid scheme in Northern Ireland was "anachronistic", declared Lord MacKay, adding that proposals to bring the system into line with the current English scheme were being considered. Both the Law Society and the Bar Council oppose such a change, which will certainly mean a big fee reduction.

The boom in legal aid is of course another indication of the overall expansion in legal services. But both the Law Society and the Bar Council are aware that saturation point has probably been reached.

The boom in legal aid is of course another indication of the overall expansion in legal services. But both the Law Society and the Bar Council are aware that saturation point has probably been reached.

"There was widespread shock throughout the profession. In a civilised society people are entitled to be defended by criminal lawyers but that doesn't mean of course that the lawyer condones the crime."

Mr Paddy McEvoy, probably Northern Ireland's most experienced criminal defence solicitor, agrees. After representing relatives of the IRA trio killed in Gibraltar, he was threatened by the same loyalist organisation which killed Mr Finnucane. Without ransom, he points out that in the past he has represented both loyalists and republican para-military members in trials.

Currently, there is also a sharpened awareness that lawyers are no more immune from the direct effects of local violence than any other profession. To date, five members of the judiciary have been killed by terrorists, while unsuccessful attempts have been made to murder several others.

In February this year, Mr Patrick Finnucane, a Belfast solicitor who had frequently appeared as a defence lawyer

in terrorist cases, was shot dead in front of his wife and children.

The loyalist group which admitted responsibility claimed that he was an IRA sympathiser. Despite the previous murders of judges and magistrates, the killing of a solicitor came as a shock to the profession.

Both the Bar and the Law Society united in denouncing the murder. As Mr Davy of the Law Society points out: "The lawyer condones the crime."

Mr Paddy McEvoy, probably Northern Ireland's most experienced criminal defence solicitor, agrees. After representing relatives of the IRA trio killed in Gibraltar, he was threatened by the same loyalist organisation which killed Mr Finnucane. Without ransom, he points out that in the past he has represented both loyalists and republican para-military members in trials.

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In fact, regardless of their individual political leanings, Ulster solicitors and barristers involved in criminal work regard it as a point of honour and a matter of professional ethics to appear for anyone who asks for representation, in spite of the fact that, in doing so, they may place their personal safety in jeopardy.

Yet, in spite of the very real problems confronting both

branches of the legal profession in Northern Ireland, both the Bar and the Law Society remain optimistic about the future.

"Although financial opportunities for lawyers may seem to be better on average elsewhere," says Mr Davy, "it certainly is still possible to be successful here. At the top in Northern Ireland the quality of advocacy is second to none, as some visiting lawyers have found to their cost."

In spite of the increase in the number of practitioners over the past 20 years, the traditional structure of the average legal practice has changed little. Most solicitors firms remain relatively small, with a broad-based work range. Similarly, there is no highly developed London-style specialisation at the Bar.

As recent responses to the Lord Chancellor's proposals for reform make clear, this situation is unlikely to change. While aware of the need to face increased commercialism, both branches of the profession do not favour radical overhauls, or the invasion of the legal market by what they view as "market-value" philosophy.

Certainly, there is little dissent from the reactionary words of Northern Ireland's Lord Chief Justice, Sir Brian Hutton, who earlier this year reminded the Lord Chancellor that his proposals must always be "subordinate to the doing of justice itself."

John Hunter



Boon for business: the troubles have been a factor in the expansion of the legal profession

MARKS & SPENCER

We're investing more than just our confidence in Northern Ireland.

This is where Mr Needham's efforts will be most needed.

Hopes now are pinned on a new town centre. The Environment Department is buying up sites. The council hopes that it can find the financial backing and developers in Boston.

Jobs are the prime requirement in Londonderry. Sixty-five per cent of the population is aged 35 or under, against 58 per cent for Northern Ireland as a whole. Many are well educated.

The response to an advertisement for marketing and business graduates placed by North West Marketing was almost embarrassing.

The Derry Inner City Trust is the best-known example of the way in which some in the city are trying to breach the barriers of divide - which has become more entrenched since 1968 - and high unemployment.

The Norvic Business Innovation Centre is another. Mr Colm Cavanagh, chief executive, projects optimism for the future of his city which is infectious. Sponsors of the centre, set up to help entrepreneurs and promote exporting technology-driven companies, include the European Commission and many leading banks and manufacturers.

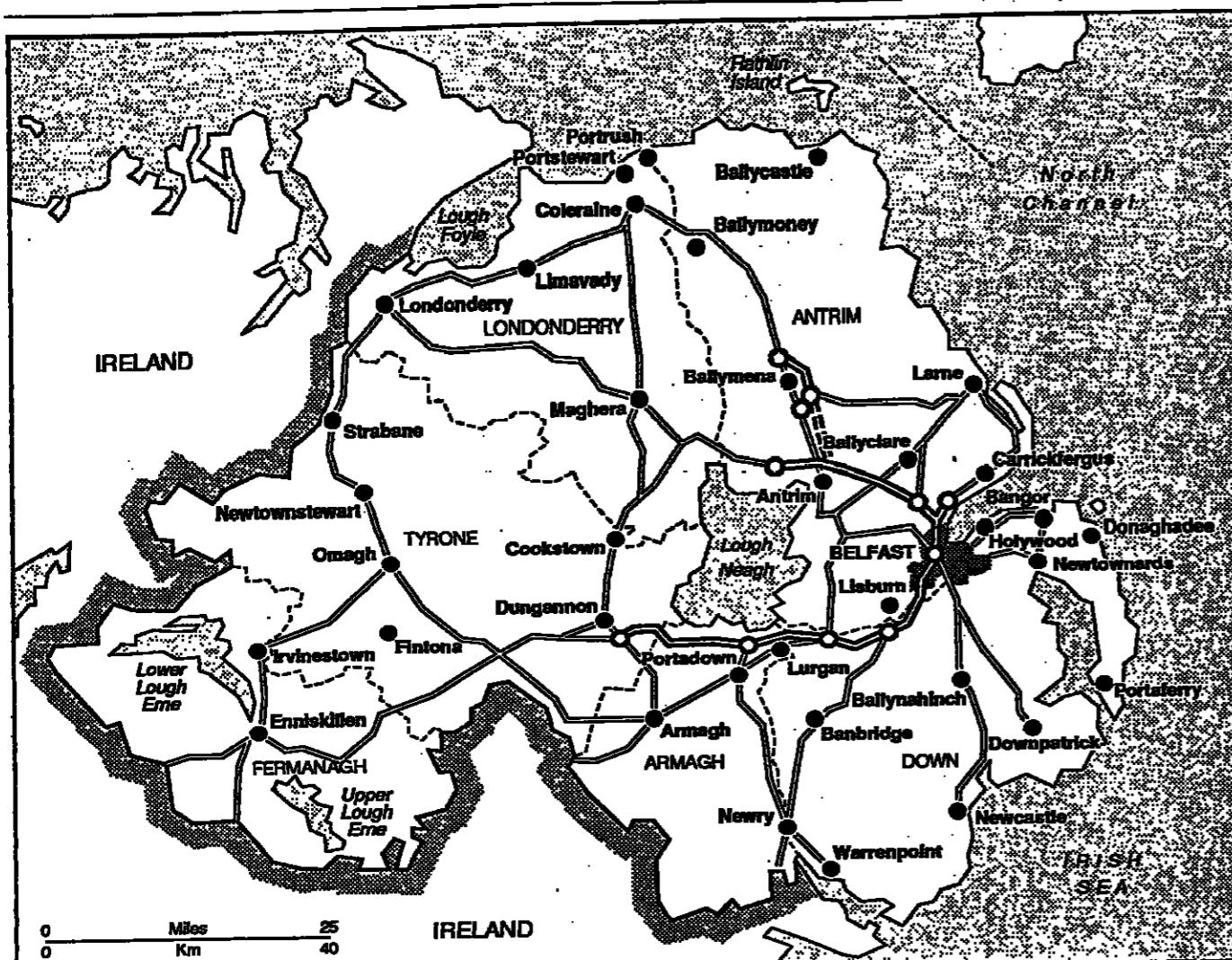
But the business community in Northern Ireland has lagged behind that in Britain in the sense of working with local authorities and government to promote a better future for their city. Strong community leaders need the active backing of local employers.

Londonderry, its physical and human scars all too evident, calls for much stronger leadership which can make the different communities co-operate. The sad fact about the city is that it is because the communities cannot co-operate, except on the most superficial level, that the leaders do not emerge.

So we're putting more than just our confidence into Northern Ireland. And we have every intention of continuing our investment in the future.

St Michael

NORTHERN IRELAND 8



TOURISM

Troubles fail to staunch a continuing flow of visitors

ABOUT 150,000 tourists will take a holiday in Northern Ireland next year and spend about £100m supporting one of the fastest growing sectors of the local economy.

Not bad for a country synonymous with civil unrest and terrorism rather than pleasant tourist attractions and breathtaking natural scenery.

Yet in spite of dramatic

growth in both numbers of visitors and revenue, the industry is about to experience the most radical changes in more than 50 years.

A target has been set - an increase of 70 per cent in the total number of tourists over the next five years to 1.6m by 1994. This is an ambitious plan by any country's standards but particularly for a region which has the weakest tourism sector in the UK.

In 1987 only 1.57 per cent of gross domestic product in Northern Ireland was generated by tourism compared with 4.23 per cent in Great Britain and 5.03 per cent in the Republic of Ireland.

In terms of employment, it has been estimated that only 0.9 per cent of civil employment in the province is related to tourism compared to 4.7 per cent in Great Britain and 6.2 per cent in the Republic.

While outstanding natural scenery, top class recreational and leisure facilities and lashings of good old-fashioned Ulster hospitality are powerful selling agents, the new target set by a Government tourism review group will require a significant effort from everyone connected with the industry.

Yet more visitors than ever are coming to Northern Ireland to "see for themselves", a trend local tourism leaders are happy to encourage.

"Getting visitors to the province is half the battle. They have read and heard so much about the problems that tourism hardly rates a mention. But just one day rambling in the Mountains of Mourne or hiking in the Glens of Antrim can wipe away years of prejudice. They just keep coming back for more," said one hotelier.

This theme is reflected in the Department of Economic Development's report "Tourism in Northern Ireland - A view to the Future" which was prepared by the review group and which charts the way ahead for the industry.

It states: "Those who have reason to visit know the reality but for those who have never been here, the issue of violence must be addressed to overcome their reflective recoil from even considering Northern Ireland as a holiday destination."

To achieve the sort of targets which the Government has set, the entire industry is gearing up for change. The most fundamental will be the abolition of the Northern Ireland Tourist Board and its incorporation into a new body to be known as the Northern Ireland Development Organisation.

This new body, responsible in the words of Mr Peter Viggers, the province's Industry Minister, for a "renewed drive to develop the tourism potential of Northern Ireland", will have responsibility for both marketing and product development.

It will bring together the present promotional role of the NITB and the grant aiding functions of the Department of Economic Development's tourism branch.

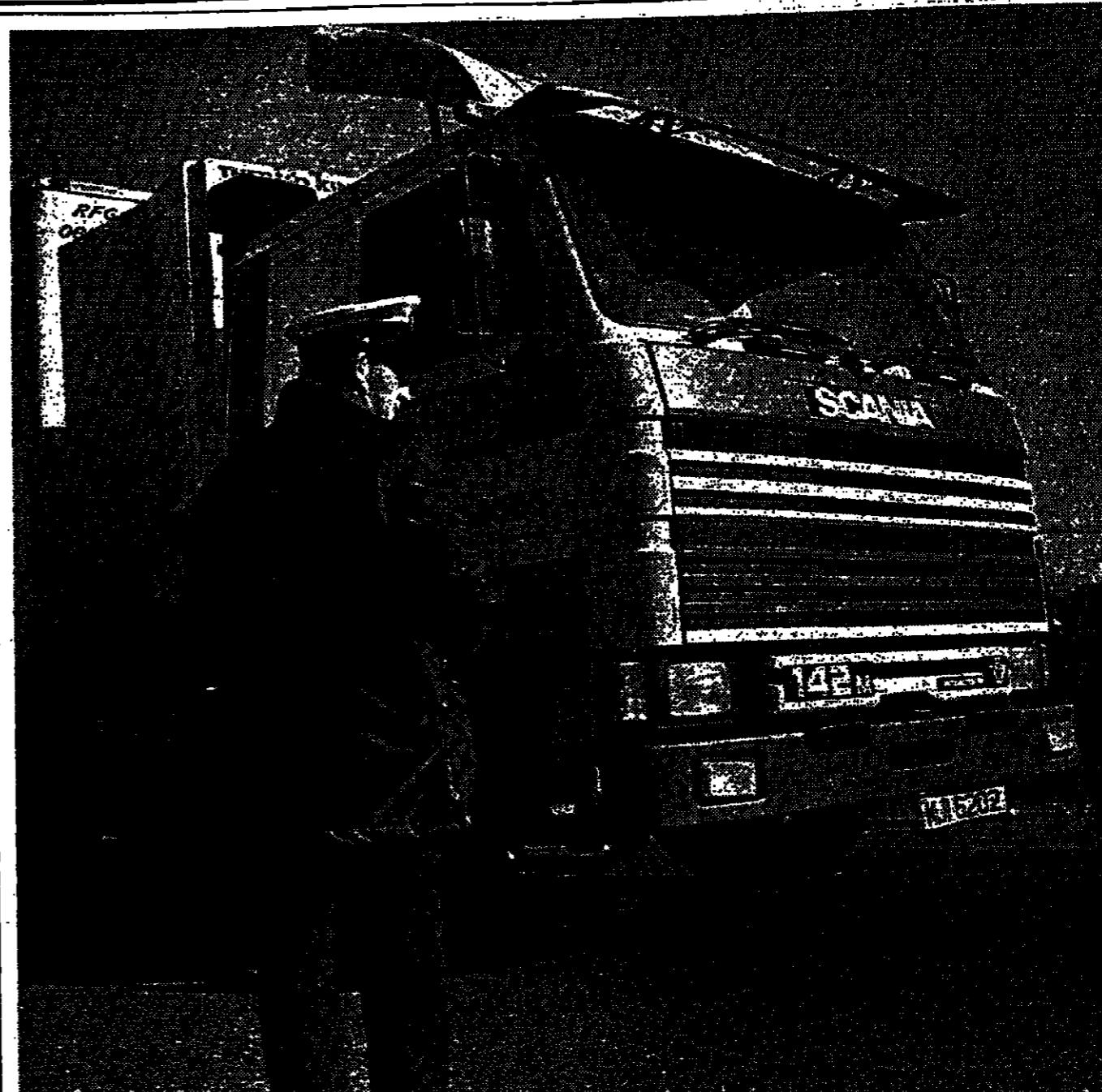
In common with other sectors the name of the game will be on, providing value for money. The new strategy will see the replacement of the present grant schemes for the development of accommodation, amenities and hire cruisers with a single scheme of selective financial assistance using criteria similar to those applying to manufacturing industry.

Such serious surgery has overshadowed another excellent year for the tourism industry in 1988. Following a series of terrorist outrages, which attracted international attention, officials feared a 7 per cent fall but in the event 930,000 came to Northern Ireland, just 1 per cent down on 1987, which was the best year since 1970.

And in the category which provides most room for growth - people who visit Ulster for a holiday as opposed to visiting friends or relatives or coming on business - there was a 7 per cent increase. A total of 125,000 came purely to enjoy a holiday and of those more came from Great Britain.

The numbers crossing the Irish Sea jumped by 29 per cent to 21,500 and in Scotland, where the tourist board was particularly active, the increase was 31 per cent.

Holidaymakers from the Republic rose by 1.5 per cent to 61,000. There was a 10 per cent increase to 15,000 in the num-



Border patrol: any opportunity that there might have been to boost the economies either side of the Irish border, has evaporated. The Republic is seen as a trade competitor; the new Northern Ireland ministers see the border only in terms of security.

ber of visitors from Europe and the number of tourists for North America rose by 5 per cent to 19,000.

Overall the increase from Europe, including visits to friends and business trips, was 10 per cent and from Australia and French visitors by 253 per cent to 5,800.

In 1987 only 1.57 per cent of gross domestic product in Northern Ireland was generated by tourism compared with 4.23 per cent in Great Britain and 5.03 per cent in the Republic.

offers the best prospect for growth. To this end the new tourism strategy has identified priority markets, particularly Great Britain and the Republic, the youth market and niche or special interest markets.

Particular tourism products will be identified as centres of international excellence in

areas such as water sports, heritage and culture and local cuisine.

The new strategy is being interpreted as a blueprint for tourism development in the province into the next century.

Jim Flanagan



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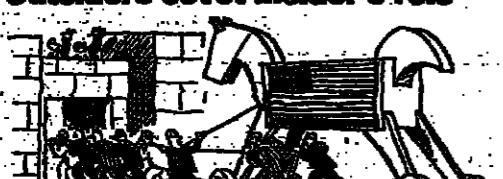
Monday October 16 1989

INSIDE

BAe and Thomson in missile merger plan

British Aerospace and Thomson-CSF, western Europe's largest suppliers of military equipment, plan to announce today their intention to merge their top-security missile businesses into a joint company with annual sales of £1.4bn. If approved, it would be the only fully integrated missile concern in Europe capable of making both electronic guidance systems and finished weapons. Today will also see the first working group meeting between the two companies and Ferranti International Signal in preparation for a possible BAe-Thomson bid for Ferranti. Page 25

Outsiders covet insider's role



Large US companies are the envy of the Japanese. For, while the likes of IBM and Ford have acquired the freedom to range widely across Europe, similar expansion by their Japanese counterparts is generally seen as part of a menacing invasion by "Japan Inc". In the Business Column, Guy de Jonquieres examines what Japanese companies have to do to counter this image and win acceptance as international "holders". Page 35

Strong forces in the gilt sector

Gilt-edged optimists delight in every rise in base rates because these increase the chances of a recession, while the pessimists see the rises in short rates as inevitably putting upward pressure on long yields. The gilt market is thus in a strong two-way pull, writes Mike Payne of Legal and General Investments; convincing arguments can be made either for long yields to fall to 6 per cent in 12 months or to rise to 12 per cent. Page 23

Plenty to smile about



Siebe chief executive Barrie Stephens has good reason to smile at the mention of the company's inclusion in the FT-SE 100 Index. For Siebe has grown into one of the world's largest manufacturers of controls equipment with sales of more than £1bn, going a long way towards vindicating a strategy which until recently made it one of the City's least popular stocks. Page 25

Market Statistics

Base lending rate	34	Money markets	34
Euromarket tomorrow	22	New int'l bond issues	22
FT-A World Indices	22	NFI Tokyo bond index	22
FT/IBBI int'l bond index	23	US money market rates	23
Foreign exchanges	23	US bond prices/yields	23
London recent issues	24	Unit trusts	24
London share services	25-33	World stock mkt index	35
Traditional options	33		

Companies in this section

Bank Bumiputra	24	National Westminster	24
Chase Manhattan	24	Petronas	24
Fisher (Albert)	25	Royal Foods	25
Libra Bank	24	United Biscuits	25

Japanese banks lose their passion for LBOs

JAPANESE BANKS' passion for leveraged buy-outs was fading even before the apparent collapse of the planned \$7.5bn takeover of UAL. It will take time to be revived.

The cool response of Japanese banks to the UAL deal came after weeks of increasing concern about Japan's commitment to the high-flying LBO market, where Japanese banks have provided about 80-90 per cent of the total funds.

Even as Japanese banks were lending funds to one LBO after another, expanding their corporate finance teams to cope with the workload and building links with American investment banks, they were simultaneously becoming more and more cautious about what they were doing.

Mr Yoh Kurokawa, chairman of the Industrial Bank of Japan, said yesterday: "We have taken the view that we had a little bit too much of this kind of debt. Just look at the junk bond market. It's terrible."

Unease about LBOs was compounded by a growing sense that trading conditions around the world, particularly in Europe and North America, were worsening with interest rates rising and economic growth slowing.

The Japanese authorities voiced concern about the rush into LBOs on several occasions, most loudly when Japanese banks provided about half the bank finance for the \$20bn takeover of RJR Nabisco, the diversified tobacco giant, at the beginning of this year.

But their level of concern was considerably more muted than, for example, their insistent demands for cuts in lending to the over-heated Japanese real estate market.

In the case of the UAL deal, Mr Tadashi Okada, a Bank of

Japan director, has denied categorically that the authorities gave instructions to commercial banks to pull out. Each bank made its own decision, he said in a Japanese newspaper interview.

Such denial is not surprising given that the drastic impact of the failure of the UAL deal in the financial markets. The Bank of Japan would hardly admit to having participated in a 150-point plunge in the Dow Jones index.

Moreover, Japanese banks were not unanimous in turning down the UAL deal. Three banks - Mitsubishi Bank, Sanwa Bank and Long Term Credit Bank - at least said no. Several others, including the Industrial Bank of Japan, offered a token amount, estimated at \$100m. However, Mitsubishi Trust and Banking, the largest trust bank, was willing to put up a sizeable \$300m.

The deal itself was in reality less attractive than some of its predecessors. While the involvement of British Airways, which wants to take a stake in United Airlines, spoke for the proposed takeover, this was offset by doubts voiced by the US Administration about foreign ownership of US airlines. Japanese bankers were also concerned about the power of United's trade unions, which were also to have a say in the new management, and about the general unprofitability of airline profits. "We consider any airline investment an adventure," Mr Kurokawa of IBJ said.

The first doubts about financing LBOs were expressed at the end of last year when Japanese banks prepared to put up half the bank finance needed for the record-breaking LBO of RJR Nabisco. The Bank of Japan and the Ministry of Finance then stepped up their

monitoring of Japanese involvement of LBOs.

But Japanese money continued to pour into LBOs. Japanese companies, which had started linking up with US mergers and acquisitions specialists in 1985, continued to seek out partners as the LBO market expanded. In March this year, Fuji Bank formed a joint venture with James D. Wolfensohn, a company with Mr Paul Volcker, a former chairman of the US Federal Reserve Board, among its directors. In the summer, Yamaichi Trust & Banking, a trust bank forged links with M&A Strategy, a Chicago-based house. Finally, at the start of this month, Dai-ichi Kangyo Bank, Japan's largest bank, tied up with Clayton & Dubilier, a leading buy-out specialist, to establish a \$1bn-plus LBO fund.

The attraction of LBOs was the same as for banks elsewhere - the promise of high returns. But in addition for Japanese banks, LBOs have provided a valuable entry into US corporate finance. These attractions remain.

One Japanese banker said yesterday that his bank would continue to take a steady case-by-case approach to LBOs. "It's a gross misunderstanding to say we have been extremely free with our money and are now changing our minds." But he was in a minority. Others took the view that there were good reasons why the UAL takeover had apparently failed - reasons which went well beyond the merits of the deal itself. Mr Iiso Matsunaga, general manager of Sanwa Bank, said: "This was not a sudden decision. It's a new trend to be more cautious."

The first doubts about financing LBOs were expressed at the end of last year when Japanese banks prepared to put up half the bank finance needed for the record-breaking LBO of RJR Nabisco. The Bank of Japan and the Ministry of Finance then stepped up their

and the New York banks acting for the bidding group, said they would lend \$3bn for the deal themselves and were sure they could find other banks to put up another \$4.2bn. This was a fatal misjudgment by North America's two largest banks.

Undeterred, the stock market continued to climb. The Dow Jones Industrial Average, which measures the performance of 30 large-capitalisation stocks, closed at an all-time record of 2,791.41 on October 9.

Professional takeover speculators, known on Wall Street as risk arbitrageurs, gained new confidence after UAL's board agreed to sell the airline to a group of managers, with the pilots union and British Airways. The key to the deal was that the bidding group was not even going to attempt to raise money in the devastated junk bond market. Citicorp and Chase Manhattan

on Thursday evening: Citicorp and Chase did not have the bank commitments they needed.

In its Friday issue, the American Banker newspaper reported that the Japanese commercial banks, which dominate the world banking industry because of their vast capital, were simply not taking their usual shares in the financing. In particular, Dai-ichi Kangyo, the world's largest bank, was said to have committed to lend \$100m to the deal.

Obviously, the deal was riskier for the banks without junk bonds. Without a fat layer of subordinated debt, there is nothing to cushion the banks from loss but the owners' equity, which in the United States is very small. But Wall Street on Friday morning was alive with other rumours. The Japanese banks were said to be alarmed by the fact that the important machinists' union at United was opposed to the deal.

By early afternoon, the rumours were growing in strength and conviction. The Dow was down 23.57 at 2,767.20. Twenty minutes later, Airline Acquisition, as the bidding group is known, announced that the two banks had not been able to syndicate the loans. At 3 pm, the Dow was down 65.88 and tumbling heading, as arbitrageurs were desperately selling out of the takeover stocks. These sales triggered computerised sell programmes by passive investors in the futures market. In minutes, exchange officials in New York and at the futures markets in Chicago were facing the worst crisis since the crash of October 19, 1987. It was time to see whether the trading mechanisms introduced since then would work.

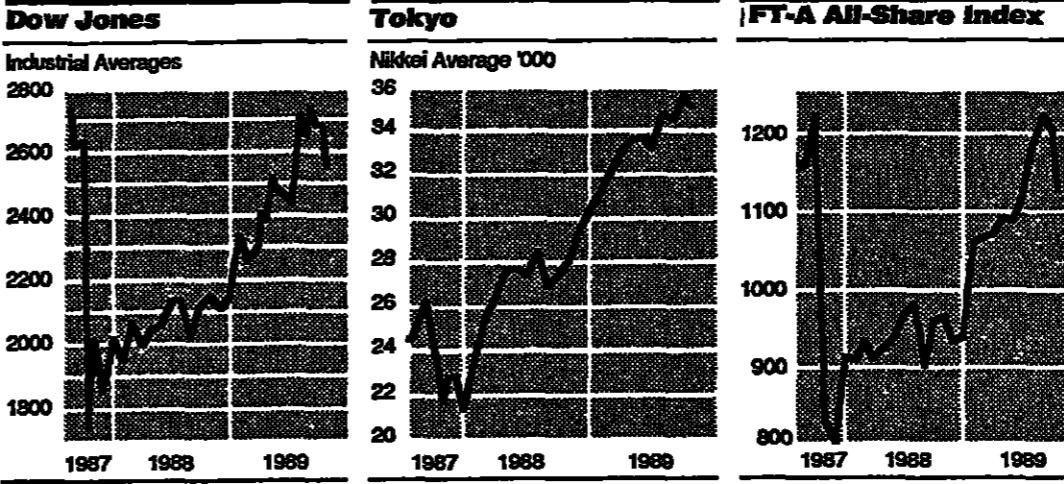
At about 3 pm, the futures contract on the Standard & Poor's index of 500 stocks hit the limit of 12 points down, which was established last year as a so-called "circuit-breaker". Trading in the contract was suspended for a half-hour breathing space. A few minutes later, computerised trades were segregated from the rest of the market and put into a separate file known as the "sidecar". Officials of the main cash exchanges in New York conferred with Chicago market executives and the Securities and Exchange Commission in Washington and trading in the futures contract was re-started at about 3.30 pm. But within 15 minutes, the contract had hit another trigger-point, down 30 points, where under the post-crash rules it is suspended altogether.

These mechanisms will be the subject of great debate and inquiry over the next few weeks. Officials in Chicago were already claiming at the weekend that the halt in futures trading shows that the collapse was not due to computerised programme trading. What would have happened without the circuit breakers in anybody's guess.

Richard Lambert and Ian Rodger

James Buchan

Same threat, changed conditions



beginning of the year, and compared with a pre-crash high of 2,722.4 on August 25 1987.

These strong gains on Wall Street have had a powerful impact on other markets. For the first nine months of the year, London kept up with Wall Street, but prices have weakened recently and the FT-Arturians narrowly failed to break through the high point set in August 1987. The index closed on Friday just over a fifth above its level at the start of the year.

The tone in the Japanese market is however near as confident as it was in the months prior to Black Monday two years ago, in the first quarter of this year, the Nikkei average rose 8 per cent to 32,538, then made no progress in the second quarter before climbing another 8 per cent in the

third quarter, almost all of which was gained in a sudden spurt in July.

Volume has also been weaker as the year progressed.

Meanwhile, the outlook for the Japanese economy looks good for the foreseeable future. Most analysts are projecting GNP growth in excess of 4 per cent this year and continued high growth in 1990.

Important investors remain solidly behind the market. In the first nine months of this year, insurance companies, banks and other financial institutions which form the largest single group of investors in the market, poured in slightly more than the net Y4,712m in the whole of last year.

These mechanisms will be the subject of great debate and inquiry over the next few weeks. Officials in Chicago were already claiming at the weekend that the halt in futures trading shows that the collapse was not due to computerised programme trading. What would have happened without the circuit breakers in anybody's guess.

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INTERNATIONAL CAPITAL MARKETS

EUROCREDITS

Pearl bid financing leads a lively week

DESPITE THE protests from most banks that there seemed to be little going on in the international credits market, there was something of a flood of news last week — and none of it involved the UK water companies.

Patchy details emerged of the terms of the facilities organised by Lloyds Bank and Chase Manhattan to help finance Australian Mutual Provident's takeover bid for Pearl Assurance. None of the facilities are in syndication, but they will be launched if the bid is successful.

The three-year £225m term loan is said to carry a margin of 25 basis points over Libor, with an 8 basis point commitment fee for undrawn amounts. Front-end fees are not disclosed.

Two short-term facilities will not be syndicated. It is understood that Lloyds has arranged a one-year £132.5m revolving credit paying 25 basis points over Libor, with the lack of a commitment fee suggesting it will be fully drawn. Meanwhile, Chase has arranged a one-year term loan for the same amount with an 8% point margin and a 5 basis point commitment fee.

Syndicate officials said they thought the terms looked aggressive given the implied exposure to Australia and the unfashionable insurance sector.

The £100m five-year multiple option facility in syndication via Midland Montagu for Glynwed, the UK engineering group, carries a margin of 12% basis points over Libor and underwriting fees of 7 basis

points. There is a utilisation fee of 2% basis points of a standby facility is more than 50 per cent undrawn.

Both the Asda and the Maxwell financings were closed last week, with Swiss Bank Corporation, the arranger, declaring them over-subscribed.

The Asda £250m three-tranche facility was over-committed, and the company decided to increase the deal to £320m. Some 23 banks are in the deal, but SBC would not confirm that it was participating itself only in the one-year tranche.

That tranche was increased to £110m, while the two-year tranche is £78m and the three-year tranche £132m.

The Maxwell \$3bn facility closed successfully. According to SBC it was comfortably subscribed, and signing will be on 23 October. Other banks felt the comfort factor was somewhat small, and there was talk that some underwriters had been given larger commitments than they had wanted.

Citicorp Investment Bank announced the signing of a \$183m senior acquisition facility for RP Scherer, the US-based manufacturer of gelatin capsules.

The funds are part of capital structure to allow Shearson Lehman Hutton to buy the company via a management buy-in.

A group of six banks participated in five separate facilities placed with local subsidiaries of the borrower. Up-front fees were 40 basis points, but other terms were not disclosed. The structure was held together by a subsidiary cross-guarantee and loss-sharing agreement.

Among new deals, Manufacturers Hanover is thought to be busy underwriting a \$750m refinancing for Saga Petroleum. At least two other banks were bidding for the mandate.

The facility, which has not yet been launched into syndication, will be an eight-year term-loan. The margin is thought to be 8% or 9% point over Libor, rising to %.

Midland Montagu is the arranger of a \$40m five-year revolving credit for Fowring, the UK building group. No terms were available.

Andrew Freeman

INTERNATIONAL BONDS

Plunging Dow completes futures exchanges' misery

WHEN THE Dow Jones index plummeted 190 points in late trading on Friday, the misery of the US futures exchanges was probably complete. For, barely concealed by the customary shilliance of the world's largest derivatives markets, unease lurks.

Over the last year, the US exchanges have been under siege from most angles. And the arrival in Chicago last week of a consignment of distinctly chirpy overseas exchanges at the Futures Industry Association (FIA) annual expo contributed little to their good humour.

Now Friday's events threaten to reopen the vexed question of the destabilising effects of certain kinds of stock index futures trading.

As Senate hearings are held tomorrow in Washington, calling for the industry to defend itself once more before an increasingly hostile Congress, exchange officials could be par-

doned for wondering what can go wrong next.

The year began with the revelation of undercover investigations into alleged trading fraud in the pits.

The fall-out from the indictments had already fired congressional determination to sweep legislative change. Then the emergency action taken by the Chicago Board of Trade in the soybean pit in July, which caused uproar among farmers, did not help the industry's case.

The winners in this bitter struggle will be the advocates of automation and screen trading; on the whole, the regulators have seized on the computer as the cleanest alternative to the rag-taggle of the physical pit.

In an unlikely alliance, the exchanges themselves recognise this inevitability. They are also motivated by the spectre of foreign competition where rival marketplaces are trying to elbow each other out with

technology. And it is clear that the US exchanges face a rough ride in this department too.

Mr David Gans, president of the FIA, started his audience in Chicago last week with the bald statement that he saw "no customer demand whatsoever for automated trading." None of the other members of a panel of futures commission merchants (FCMs) dissented.

No less problematic is the reluctance of the independent traders or locals on the floor of the Chicago Mercantile Exchange (CME) to go along with Globex, the after-hours system developed jointly with Reuters that will begin full testing in December. Mr Jim Gary of Seal Stone noted that, of the 300 or 400 locals his firm cleared for, only two had asked about Globex, and one of those had been put off when he heard he had to sign a year's lease.

The design of Globex as an order matching system left little room for the local. That problem is theoretically accommodated in the fee structure of the system, which is designed to route significant portions of the profits back to that section of the community.

But the CME's dilemma is that most observers believe the fees will have to be reduced dramatically if the system is to work.

Another criticism the FCMS have is that Globex is a system, "take it or leave it," system, modelled closely on the new foreign exchange Dealing 2000 and with little room to accommodate the FCMS' wishes. For that they prefer Aurora, the CBT's alternative, which is being developed with extensive member consultations.

Aurora's problem, meanwhile, is cost. While the membership approved a \$25m war chest for its development, observers say that was as much to strengthen the CBT's hand when it began negotiations with the CME about a possible merger of the two systems. The CBT's attempts to increase exchange fees — to provide funds for "future developments" — met such a barrage of criticism that the idea was temporarily shelved.

Aurora also compares unfavourably in cost terms with Liffe's new system. The announcement this year that the CBT would be putting its vast financial muscle behind a system that looked very similar to the one Liffe had worked on for two years, gave the London exchange an unpleasant year. Yet Automated Pit Trading, which Liffe officials have spurned along by enthusiastic Government, in the technology revolution they face the entrenched interests of a 150-year tradition — problems unknown to the green field exchanges outside the US. But few now dispute that the open outcry method of trading is ultimately doomed. In the meantime, managing the change is distinctly uncomfortable.

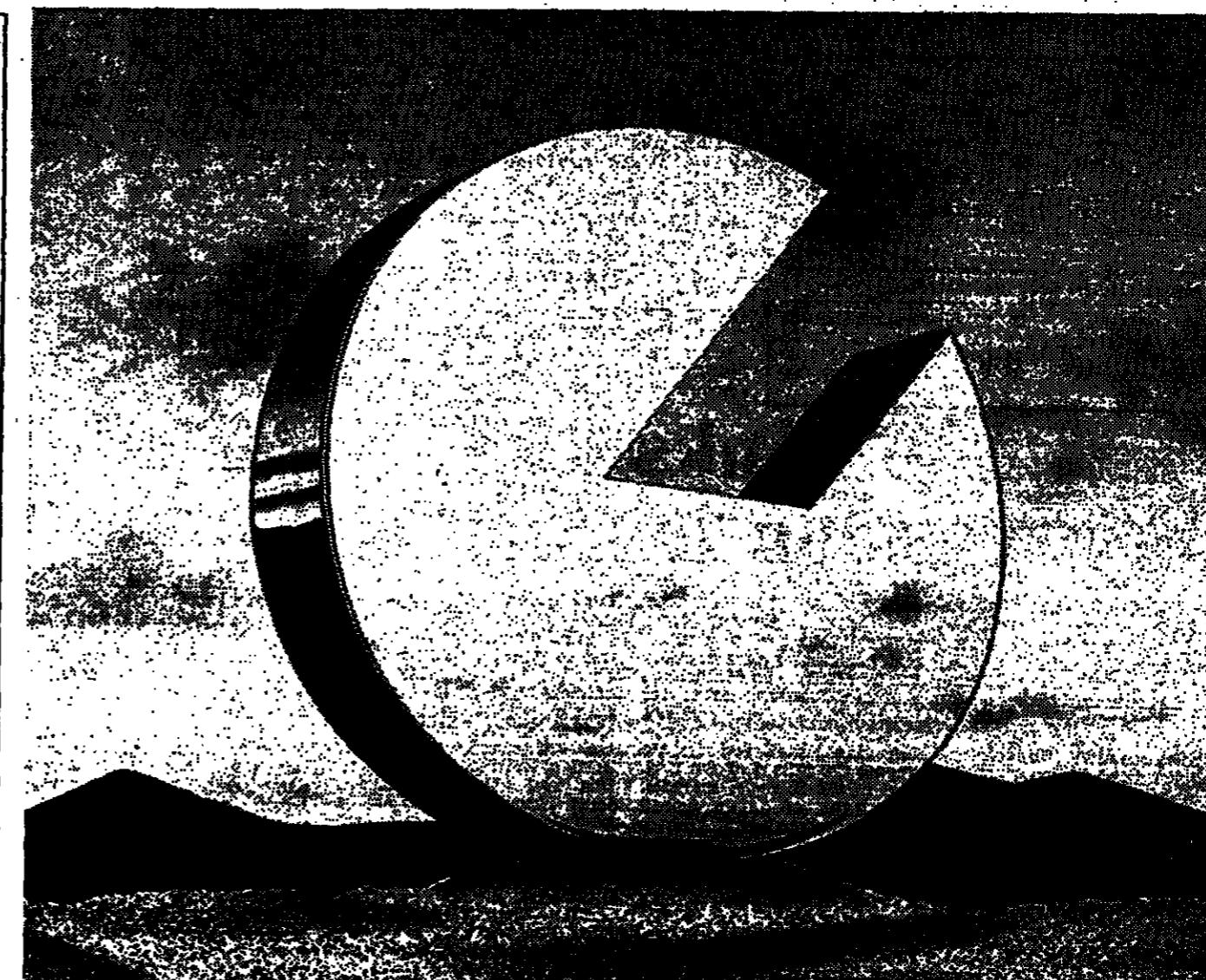
progressing. And Matif, the French futures exchange which is still party to the Globex discussions, is making unhappy noises about how it might be affected.

This gloomy picture does not suggest that the leap into automation will be into an abyss. Rather, it highlights the peculiar difficulties of the US exchanges. This year they have been absorbed in a fight with their regulators as new exchanges in Europe have been spurred along by enthusiastic Governments. In the technology revolution they face the entrenched interests of a 150-year tradition — problems unknown to the green field exchanges outside the US. But few now dispute that the open outcry method of trading is ultimately doomed. In the meantime, managing the change is distinctly uncomfortable.

Katharine Campbell

NEW INTERNATIONAL BOND ISSUES

Borrowers	Amount m.	Maturity	Av. life years	Coupon %	Price	Book runner	Offer yield %
US DOLLARS							
Nichies Corp.♦	100	1993	4	3½	100	Yamachichi Int. (Eur)	3.500
Formula I Ltd.♦	10	1993	4	Zero	71,000	Fiji Int.	5.000
Formula II Ltd.♦	18	1993	4	5	87,225	Fiji Int.	5.770
Japan Development Bank♦	1.5m	1994	5	8½	92,25	Morgan Stanley Int.	8.532
GE Capital (Canada)♦	200	1995	7	8½	101½	IBJ Int.	8.358
IBM Credit Corp.♦	150	1995	10	8½	95,50	Kidder Peabody	8.612
Sumitomo Metal Mining♦	400	1992	3	8½	101,30	Goldman Sachs Int.	8.120
Suntak Enterprises♦	300	1993	4	(3½)	100	Daiwa Europe	*
Suntak Enterprises♦	150	1991	2	11	82,650	Citicorp Inv. Bank	15.550
CANADIAN DOLLARS							
Shell Canada♦	150	1994	5	10½	101,85	Wood Gundy	10.188
Royal Trust Corp.♦	100	1994	5	10½	101½	Societe Generale	10.376
Vancouver City Savings♦	100	1994	5	10½	101½	ABN	10.318
AUSTRALIAN DOLLARS							
National Australia Bank♦	50	1992	3	16½	101½	Hambros Bank	15.725
Kensett-Osaki-Parkit♦	150	1993	10	Zero	25%	Fiji Int.	14.688
D-MARKS							
National Bank Hungary♦	200	1995	7	8	101	WestLB	7.800
Raffaelli Zbank(e)♦	150	1995	7	7½	124	DSK Bank	3.595
Fuji Kagoshima Kogyo♦	75	1994	5	(1½)	100	Deutsche Bank	*
SWISS FRANCS							
Daichi Corp. (Int.)♦	100	1994	—	—	100	UBS	0.250
Takusho Int. (Int.)♦	60	1995	—	—	100	Yamachichi Bank (Switz)	0.250
Fujiura Rubber (Int.)♦	30	1994	—	—	100	Nomura Bank (Switz)	0.250
Hozan Corp. (Int.)♦	50	1994	—	—	100	SEC	0.250
Rohm Co. (Int.)♦	300	1995	—	—	100	UBS	0.250
Kimisawa Co. (Int.)♦	40	1995	—	—	100	SEC	0.250
Sakai Heavy Ind. (Int.)♦	70	1993	—	—	100	Bank Julius Baer	1.825
Takemoto Elec. (Int.)♦	35	1995	—	—	100	Nomura Bank (Switz)	0.200
STERLING							
Town & Country B.S. (Int.)♦	100	1994	5	10bp	100	UBS Phillips & Drew	8.738
ECUs							
Compagnie Bancaire♦	50	1992	3	9½	101.30	Fiji Int.	



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INTERNATIONAL CAPITAL MARKETS AND COMPANIES

Chrysler and Mitsubishi in talks

By John Griffiths

CHRYSLER, North America's third-largest vehicle maker, is having discussions with Mitsubishi of Japan about possible joint ventures to produce cars or trucks in Europe.

"The talks are still very much in the preliminary analysis stage," said Mr Robert Miller, Chrysler Corporation's chief financial officer, who also disclosed that Chrysler was looking for a partner to produce its highly successful seven-seater Voyager "minivan" in Europe.

Mr Miller, in London with several other senior Chrysler financial executives during a tour of European capitals talking to investors, said yesterday that Chrysler's sale for \$900m of all but 12 per cent of its 45 per cent stake in Mitsubishi Motors Corporation (bought for \$95m) was regarded not as a distancing move between the two companies but as a way of "providing additional capital so that we

can do more together, particularly in Europe."

Mr Miller refused to indicate in which country such a project might be located, its cost or precisely what products might be built.

The disclosure that the two long-time partners were considering a joint European venture comes just two months after Chrysler confirmed that it is undertaking a joint 50-50 venture with Renault of France to produce a light four-wheel drive leisure/utility vehicle, code-named JJ, to be built at the rate of 100,000 units a year in both Europe and America.

The most notable existing collaboration between Chrysler and Mitsubishi is Diamond Star Motors, a \$1bn, 50-50 joint venture producing 25,000 sports cars a year in Illinois.

Chrysler's rekindled interest in Europe - from which it departed in 1978 by selling its Rootes and Simca car businesses to Peugeot in order to

deal with market and financial crises in the US - has stemmed from its much faster than expected sales increases in Europe.

The initial impetus was provided by an agreement under which Renault is to market Chrysler's Jeep range in Europe. But minivan and convertibles sales have also taken off through an 800-strong dealer network in Europe, to the extent that Chrysler expects to sell 50,000 vehicles in Europe this year.

This success has helped to validate Chrysler's idea, first formulated three years ago, that a significant presence in Europe could provide a geographic balance to even out demand cycles.

Chrysler hopes to hit 100,000 European sales "in the next several years, and it is only right that you should manufacture in a market where you sell that kind of volume."

"At 100,000 units a year the economies of scale are sufficient to allow it to be undertaken."

Mr Miller gave no firm indication of where the joint JJ project with Renault would be sited, but acknowledged that "Spain is a logical candidate, as is France." He made clear there was no prospect of it being located in the UK.

The plant will be built on a modular basis, allowing highly flexible production.

Components of the JJ will be mainly locally sourced, with production of engines and gearboxes likely to be duplicated so that local content will exceed 80 per cent in both Europe and North America.

Widespread speculation

about a merger between Volvo and Renault would have no impact on the JJ project, said Mr Miller. "There are no direct implications for our current involvement, though of course long-term could be a different question."

Falconbridge meets target with C\$351m

FALCONBRIDGE, the western world's second largest nickel producer, met market expectations by reporting nine-month earnings of C\$31m (US\$29m), or C\$5.26 a share, up from C\$21.7m, or C\$2.8, a year earlier. Revenues were \$1.9bn against \$1.5bn, writes Robert Gibbons in Montreal.

Third-quarter profit was C\$92m, or C\$1.34, up from C\$87m, or C\$1.19, on sales of C\$579m, against C\$525m. The group is now owned by Noranda of Canada and Trelleborg of Sweden. The figures exclude a C\$37m charge relating to the takeover.

Price fall hits Alcoa despite rise in output

ALUMINUM Company of America (Alcoa) cited unfavourable currency exchange rates, lower pricing and shifting demand trends for a fall in third-quarter earnings, AP-DJ reports.

Third-quarter net income was \$218.0m, down from last year's \$236.3m. Net income per share was \$2.45 against \$2.56.

Alcoa said shipments rose to 670,000 tonnes from 671,000.

Extra aid for Malaysian bank

By Lim Siong Hoon in Kuala Lumpur

PETRONAS, the Malaysian state-owned oil company, is to provide another large cash injection for Bank Bumiputra, which is deeply troubled by heavy loan losses.

Bank Bumiputra was set up and controlled by the Government until it passed into Petronas' ownership five years ago. It ranks as Malaysia's second largest bank with assets of nearly 29bn ringgit (\$11bn).

Petronas plans to pump 9.2bn ringgit into the bank following the latter's write-off of 90 per cent of its 1.67bn ringgit

The bank said a "significant portion" of the reserves stemmed from overseas loans, but most were to cover bad domestic debts. None of these

losses appeared on the books, and the bank had been reporting improvements in its balance sheet results until now because, for the bank, the Government had waived an accounting requirement.

This is the GP3, a ruling imposed after the lessons of a previous banking scandal. Through it, banks can count interests as income only when received for loans that have been unserviced after they are six to 12 months overdue. Bank Bumiputra said it now plans to abide by the requirement.

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Mr Peter Bellmont, managing director, said the bank's trading performance was good and that before the provisions were included, it had made pre-tax profits of 216.5m in the first half compared to 210.9m a year ago.

The bank's assets stand at £1.72bn, little changed from a year ago. Its capital, most of which is held in the form of irredeemable preference shares, is £180m.

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UK COMPANY NEWS

Flavour of the month and enjoying it

John Riddings explains how Siebe shook off its unpopular stock market rating

Siebe
The mention of Siebe's entry into the FTSE 100 brings a broad smile to the face of Mr Harrie Stephens, a chief executive who comprises equal parts amiability and a hard-nosed instinct for making deals.

Siebe's growth into one of the world's largest manufacturers of controls equipment with annual sales in excess of £1bn goes much of the way to vindicating a strategy which until recently made it one of the City's least popular stocks.

The strategy, which involved three rights issues in as many years, one of which coincided with the stock market crash of October 1987, still leaves grudges among a few investors. But the success of the acquisitions they financed is now accepted and share have enjoyed a re-rating. "We are flavour of the month," proclaims Mr Stephens, "and we kind of like it."

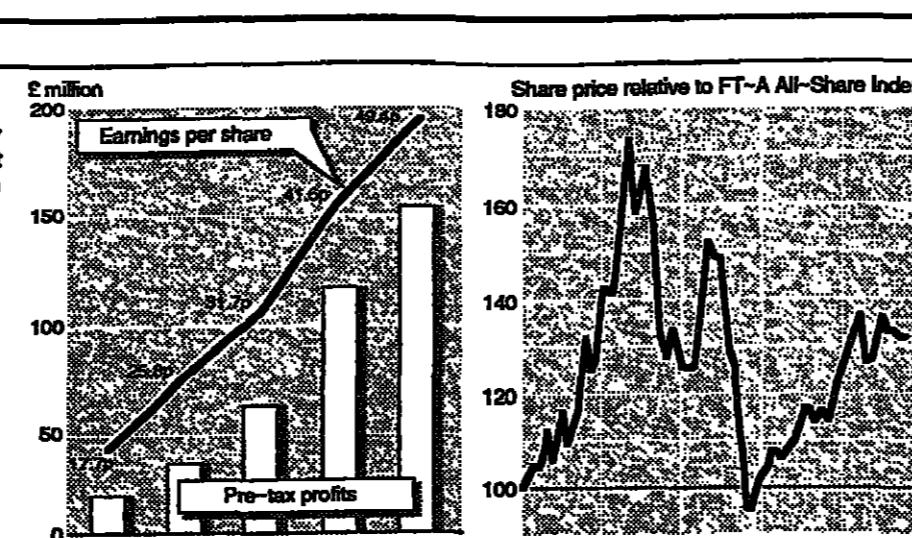
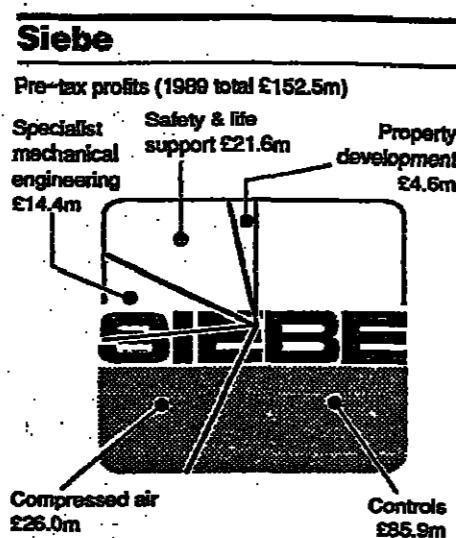
In its current shape, Siebe derives over half of its profits and sales from engineering controls for a broad range of customers including the construction, automotive and consumer goods sectors. Although each product is different, ranging from thermostats to devices for limiting the speed of diesel engines, their common underlying function is to improve efficiency.

The group's three other main areas - compressed air, safety products and specialist engineering - have seen steady growth, although the latter has been held back by a slowdown in the construction of European nuclear power plants.

Siebe also has an international spread. The large majority of sales comes from outside the UK, with the US alone representing 46 per cent of turnover.

But Siebe's rise to its current size has been a far from easy process. Many of the turning points in the company's takeovers. The 1973 acquisition of James North, manufacturer of safety equipment, was bitterly contested, as was the 1983 purchase of Tecalemit, a maker of garage equipment.

There has also been more than a dash of good fortune in Siebe's move into the lucrative controls market. Following the acquisition of Tecalemit, Mr Stephens confesses, "we were looking through the box of what we had bought and I told my colleagues that the controls



companies were no good to us. They were too small and and were in an engineering discipline that we didn't know much about."

After closer inspection, however, the company resolved to build on to the sub-sidiaries and the new operation was soon expanded by three pneumatic controls companies which Siebe acquired as part of the purchase of Compair. "I would like to say that the entry into controls was a grand sweep of strategy, but that wouldn't be telling the truth."

There was also an element of good fortune in the fact that Siebe was able to acquire three large US controls companies - Robertshaw, Ranco, and Barber-Colman - within a year, enabling it to challenge Honeywell and Johnson Controls, the world's largest players, in their own backyard.

Honeywell is still by some margin the largest controls group in the US but Siebe's sights are firmly set on eroding the gap. "At their last shareholders' presentation they mentioned us by name twice," says Mr Stephens. "One year before they would probably have thought we were a German manufacturer of biscuits."

But Siebe's focus is currently concentrated on other markets. In particular, the group is looking to exploit the technology and products of its US-based subsidiaries in Europe. The process has been delayed by the need for approval from Europe's various member states but is finally underway. The manufacture of the first of these new products, Robertshaw's gas

control valve, is scheduled to start in February 1990.

Ironically, since Siebe is a UK company, it faces similar constraints to non-EC companies in its plans to import technology into Europe. On one level this means satisfying new EC product regulations. More fundamentally, there are concerns that a "fortress Europe" will be hard to penetrate after 1992.

Siebe's response has been to set up a string of manufacturing plants, or adapt existing facilities, while minimising duplication. Robertshaw's gas control valve, for example, will be made at an existing site in Cornwall and exported to the rest of Europe.

Japan provides a second market for expansion. It is perhaps surprising that Japanese companies do not rank among the world's largest controls manufacturers. It is even more surprising that Siebe, as a foreign company, owns one of the largest Japanese participants in what is a sensitive strategic market.

Siebe acquired Ranco Japan at the time of the acquisition of the US parent. It also owns a small electronics controls company and has a 50 per cent stake in Kuroda Watts, another controls maker. Siebe forecasts that its Japanese turnover will rise from about \$100m to \$500m over the next five years.

Expansion in its various markets is likely to come more through organic growth than previously. According to Mr Stephens there is no need for a new business leg and acquisitions are likely to be of a "fill-in" nature.

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Some rationalisation but growth should follow BAe and Thomson seek approval to missile link

By David White and Clive Cockson

BRITISH AEROSPACE and Thomson-CSF are seeking a go-ahead from the UK and French governments to merge their top-security missile businesses into a joint company with annual sales of \$1.4bn.

The two companies, which are Western Europe's largest suppliers of military equipment, plan to announce today their intention to set up a 50-50 venture, Eurodynamics.

It would be the only fully integrated missile concern in Europe capable of making both electronic guidance systems and finished weapons.

The announcement coincides with the first working group meeting today between the two companies and Ferranti International's Signal in preparation for a possible BAe-Thomson bid for Ferranti.

However, both BAe and the state-controlled French electronic group said there were no current plans to amalgamate Ferranti with the new missile venture.

They also emphasised that they needed to investigate the implications of Ferranti's financial "black hole", resulting from alleged phoney contracts at the previously US-owned ISC subsidiary, before deciding whether to press ahead with a bid.

A bid for Ferranti would also be on a 50-50 basis but the two companies have already said that BAe would take management responsibility for Ferranti.

Meanwhile the General Electric Company is still considering a possible counter-bid. It is understood to be talking to

several overseas electronics companies that might be interested in forming an international consortium to acquire Ferranti.

However, GEC will not be ready to move for Ferranti for some time. Any bid from BAe and Thomson is likely to come first.

Agreement on the Eurodynamics missile venture is the fruit of two years of talks between BAe and Thomson which first came to public notice last year.

The plan is to merge BAe's already reorganised Dynamics subsidiary, based at Stevenage, with Thomson-CSF's weapon system electronics activities. Eurodynamics will employ almost 15,000 people, the bulk of them from BAe.

In April, the two companies reached a first agreement to co-operate on a BAe private venture air-to-air missile project, Active Sky Flash.

The link with Thomson to supply the Seeker system for the medium-range missile meant supplanting GEC-Marconi, which had hitherto been virtually the automatic choice as supplier of guidance systems for BAe missiles.

Thomson-CSF said the joint venture would focus on short-range and medium-range surface-to-air missiles, air-to-air weapons and anti-tank systems.

Although the two companies' activities are seen as largely complementary, with Thomson focussing on the electronics and BAe on the weapon itself, BAe said the

merger would imply rationalisation.

They are currently involved in some directly competitive products, such as the latest generation of French Crotale air-defence missiles and the up-graded Field Standard C Rapier under development in the UK.

However, BAe said the combination of the two groups' marketing strengths should ensure growth in the overall business.

With Ferranti, Thomson-CSF already has an agreement on the next but one generation of radar for fighter aircraft. The two are now working on separate projects — Ferranti on a bid for the European Fighter Aircraft radar, and Thomson on the radar for the French Rafale fighter. But they envisage a joint "active array" system for the mid-life update of both aircraft in about 15 years' time.

The BAe-Thomson missile link is likely to lend force to the campaign by Matra of France, another prominent missile company, to build up a strategic alliance with GEC-Marconi and Daimler-Benz of West Germany. Matra is due to announce this week a merger of its space business with GEC's Marconi Space Systems.

If all these moves go ahead, they will go some way towards fulfilling the recent prediction of Professor Roland Smith, the BAe chairman, that the European arms industry could boil down to three or four "major players" by the mid-1990s.

UK COMPANY NEWS

THIS WEEK

IF THEY can tear themselves away from hour to hour trading in equities, financial markets will this week be watching a variety of economic data for an indication of UK economic activity, and awaiting Thursday evening when the Chancellor gives his annual speech to the City at the Mansion House in London.

Today's provisional figures for September retail sales should provide further evidence of how consumer spending is responding to high interest rates. In August, retail sales rebounded from the lows of the early summer with a monthly rise of 0.4 per cent, but the underlying picture is of subdued domestic demand. The consensus of analysts' forecasts, compiled by MMS International, the financial research company, is for a 0.3 per cent rise in September retail sales.

UK industrial production data for August is also due today, and the MMS international consensus forecast is for a monthly rise of 0.5 per cent, compared with July's rise of 1.8 per cent.

Thursday is a busy day. Foreign exchange dealers are looking to Mr Nigel Lawson's Mansion House speech for an indication of his exchange rate policy, and possibly a reference to when Britain might fully join the European Monetary System.

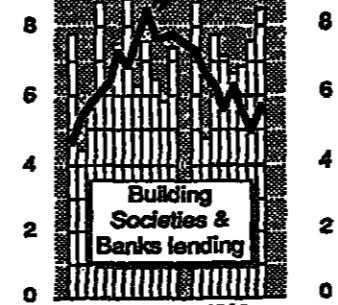
The markets are likely to be disappointed. The Chancellor has already said that he will

not discuss the EMS, but there have been hints that he might announce a change in funding policy.

Also due on Thursday are UK unemployment data for September, average earnings for August and money supply figures for September. The last two will provide evidence of any further inflationary pressures in the UK economy.

The MMS international consensus is for unchanged growth in M0 of 1.7 per cent.

Annual % change



and 1.8 per cent growth in M4, while M4 bank lending is expected to fall from 2.64 per cent in August to 2.2 per cent. The underlying annual growth rate in average earnings is forecast to rise from 9.25 per cent to 9.5 per cent.

UK unemployment is expected to fall by 25,000, but analysts warn that the latest rise

Top management appointments at UB

By Nikki Tait

UNITED BISCUITS, the foods

and restaurant group, will today announce a series of senior management appointments — an extension of the changes began last May with the naming of new chairman to replace Sir Hector Laing when he retires next year.

Mr Jim Blyth, group finance director, is to retire at the end of 1990 and be succeeded by Mr John Warren, previously finance director of UB Brands. Mr Warren will spend time with UB's banking and financial advisers and in the US, until taking up his new post.

Mr Frank Knight, the deputy group chief executive, is taking responsibility for corporate services. These include research and development, planning, European personnel, and public affairs.

Meanwhile, all existing, non-UK management and marketing operations in the food sector will be brought under the control of a new European group.

Its chief executive will be Mr Eric Nicoli, who joined UB as managing director of the UK biscuits subsidiary from Rowntree and is expected to succeed Mr Robert Clarke as chief executive of UB in a few years time. It was announced last May that Mr Clarke will succeed Sir Hector as chairman in May 1990.

Notice of Redemption

Kingdom of Sweden

U.S. \$100,000,000

11 1/4% Notes due 1991

NOTICE IS HEREBY given that in accordance with Clause 5(b) of the Terms and Conditions of the Notes, the Issuer will redeem all of the outstanding Notes at 81.69 per cent. of their principal amount on 19th November, 1989, when interest on the Notes will cease to accrue.

Repayment of principal will be made upon presentation and surrender of the Notes, with all unmailed Coupons attached, at the offices of any of the Paying Agents mentioned thereto.

Accrued interest the 19th November, 1989, will be paid in accordance with the Terms and Conditions of the Notes against presentation of Coupon No. 6.

Bankers Trust

Company, London

16th October, 1989

Agent Bank

FOKUS Bank A/S

(Incorporated in the Kingdom of Norway with limited liability)

U.S. \$30,000,000

Floating Rate Subordinated Notes due 1997.

Holders of Floating Rate Subordinated Notes of the above issue are hereby notified that for the interest Period from 17th October, 1989 to 17th January, 1990 the following information is relevant:

- Applicable Interest rate: 8 1/4% per annum
- Coupon Amount payable on Interest Payment Date: US \$226.81 per US \$10,000 Nominal
- Interest Payment Date: 17th January, 1990

Agent Bank
Bank of America International Limited

Notice of Redemption

The Export-Import Bank of Korea

U.S. \$50,000,000

Floating Rate Notes due 1994

NOTICE IS HEREBY given that in accordance with Clause 5(B) of the Terms and Conditions of the Notes, the Issuer will redeem all of the Notes at their principal amount on the next interest payment date, being 24th November, 1989, when interest on the Notes will cease to accrue.

Repayment of principal will be made upon presentation and surrender of the Notes, with all unmailed coupons attached, at the offices of any one of the Paying Agents listed below.

Paying Agents

Bankers Trust Company, Luxembourg S.A.,

1 Appold Street,

Broadgate, P.O. Box 807,

London EC2A 2HE 14 Boulevard F.D. Roosevelt,

Basle, Switzerland L-2450 Luxembourg

Accrued interest due 24th November, 1989 will be paid in the normal manner against presentation of coupon number 10, on or after 24th November, 1989.

Bankers Trust

Company, London

16th October, 1989

Agent Bank

£200,000,000

MFC Finance No.1 PLC

In accordance with the Terms and Conditions of the Notes, notice is hereby given that the new interest rates and periods in respect of the subject Notes are as follows:

Payment Date	Rate %
Series 1 1 October-8 November	11.70%
Series 2 6 October-5 November	12.00%
Series 3 6 October-5 November	14.00%
Series 4 12 October-10 November	15.00%
Series 5 12 October-10 November	15.50%

By CIBERBANK, A.A. (CIBER Capital)

CITIBANK

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Continued on next page

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CURRENCIES, MONEY AND CAPITAL MARKETS

POUND SPOT- FORWARD AGAINST THE POUND									
Oct.13	Day's spread	Cash	One month	% p.p.	Three months	% p.p.	One year	% p.p.	Two years
US	1.5460 - 1.5560	1.5635 - 1.5645	0.05-0.15c	0.52	2.45-2.4750	0.22	2.45-2.4750	0.22	2.45-2.4750
Canada	1.6265 - 1.6400	1.6285 - 1.6375	0.50-0.60c	0.50	1.6300 - 1.6350	0.25	1.6300 - 1.6350	0.25	1.6300 - 1.6350
Netherlands	1.6250 - 1.6255	1.6250 - 1.6255	0.00	0.00	1.6250 - 1.6255	0.00	1.6250 - 1.6255	0.00	1.6250 - 1.6255
Denmark	1.1550 - 1.1555	1.1550 - 1.1555	0.00	0.00	1.1550 - 1.1555	0.00	1.1550 - 1.1555	0.00	1.1550 - 1.1555
W. Germany	1.1075 - 1.1175	1.1100 - 1.1175	0.00-0.05c	0.65	1.1100 - 1.1175	0.25	1.1100 - 1.1175	0.25	1.1100 - 1.1175
Portugal	1.2510 - 1.2520	1.2510 - 1.2520	0.00	0.00	1.2510 - 1.2520	0.00	1.2510 - 1.2520	0.00	1.2510 - 1.2520
Spain	1.2815 - 1.2825	1.2820 - 1.2825	0.00	0.00	1.2820 - 1.2825	0.00	1.2820 - 1.2825	0.00	1.2820 - 1.2825
Italy	1.3070 - 1.3100	1.3090 - 1.3100	0.00	0.00	1.3090 - 1.3100	0.00	1.3090 - 1.3100	0.00	1.3090 - 1.3100
Norway	1.0970 - 1.1010	1.1000 - 1.1010	0.00	0.00	1.1000 - 1.1010	0.00	1.1000 - 1.1010	0.00	1.1000 - 1.1010
France	1.0202 - 1.0204	1.0202 - 1.0204	0.00	0.00	1.0202 - 1.0204	0.00	1.0202 - 1.0204	0.00	1.0202 - 1.0204
Sweden	1.0114 - 1.0214	1.0115 - 1.0214	0.00	0.00	1.0115 - 1.0214	0.00	1.0115 - 1.0214	0.00	1.0115 - 1.0214
Japan	1.0202 - 1.0204	1.0202 - 1.0204	0.00	0.00	1.0202 - 1.0204	0.00	1.0202 - 1.0204	0.00	1.0202 - 1.0204
Austria	1.2020 - 1.2025	1.2020 - 1.2025	0.00	0.00	1.2020 - 1.2025	0.00	1.2020 - 1.2025	0.00	1.2020 - 1.2025
Switzerland	2.5914 - 2.6114	2.5914 - 2.6100	0.00-0.05c	0.74	2.5914 - 2.6100	0.25	2.5914 - 2.6100	0.25	2.5914 - 2.6100
ECU	1.4300 - 1.4430	1.4300 - 1.4430	0.00-0.05c	0.50	1.4300 - 1.4430	0.25	1.4300 - 1.4430	0.25	1.4300 - 1.4430

Commercial rates taken towards the end of London trading. UK and Ireland are quoted in sterling terms. Financial rates 62.00-62.40. Six-month forward offer 47.14-48.00. Six-month 12 months 48.40-49.00.

MONEY MARKETS

Inflation figures renew rate fears

FRIDAY'S NEWS of a sharp rise of 1.1 per cent in September German wholesale prices - the market was expecting a figure of around 0.5 per cent - coupled with larger than forecast gains in US producer prices and UK retail prices did nothing to allay fears that interest rates may go yet higher in Europe. At the same time there were doubts that US rates would be cut.

For another rise in official Danish interest rates increased as the krone required support within the EMS on Friday. Dealers in Paris also said that they did not rule out another rate rise.

In London three-month interbank rose to 15.15-15.16 per cent on Friday, as speeches during the week by the UK Prime Minister and her Chancellor at the Conservative Party Conference failed to reassure financial markets. Fears of another rise in base rates followed Mr Lawson's comment that he would "take whatever action is needed, however unpopular."

Nervousness was illustrated by a rise in the average rate of discount at the weekly Treasury bill tender. The rate on 91-day bills rose to 14.5667 per cent, from 14.2757 the previous week.

UK clearing bank base lending rate

15 per cent

from October 5

Government bond markets fell in Frankfurt, New York and London. Trading on Little in German bonds and Euro-D-Mark futures reached record levels, at 55.619 and 15.840 contracts respectively.

The Frankfurt money market call money rose to the Lombard rate of 8 per cent amid speculation that the Bundesbank might even increase official rates by another 1/4 per cent. The press

was right.

Forward premiums and discounts apply to the US dollar

Forward premiums and discounts apply to the ECU

Forward premiums and discounts apply to the ECU</p

NEW YORK STOCK EXCHANGE COMPOSITE PRICES

4pm prices October 13

Digital, dolby, dubbing and more...

Video
Audio
Home Appliances

The logo for Samsung Electronics, featuring the word "SAMSUNG" in a bold, sans-serif font with a registered trademark symbol, and "Electronics" in a smaller font below it. To the left is the "Samsung" corporate logo, which consists of a stylized "S" shape formed by a grid of dots.

The Business Column

Turning outsiders into insiders

When Japanese executives ponder international expansion these days, they invariably affirm that their company's long-term strategy is to become "insiders" in overseas markets. And when the market in question is Europe, they often add: "Just like IBM and Ford".

In Japanese eyes, the large US multinational companies (MNCs) have acquired enviable freedom to range widely across Europe without exciting protectionist reactions. By doing much of their manufacturing locally, by employing local managers and staff and by generally adding to economic prosperity, they have won honorary passports to most countries where they do business.

Companies such as IBM and Ford are keenly aware that doing well in Europe means doing good, and lose no opportunity to publicise their contributions to employment and exports in each of their main national markets.

However, Japanese companies would be wrong to conclude that all they have to do is to pursue "localisation" policies more aggressively. Indeed, by simply stepping up their direct investments overseas they risk aggravating, rather than placating, the very antipathy they are so anxious to overcome.

Stateless neutrals

For the really clever thing about US MNCs is not that they have demonstrated commitment to host economies, but that they have avoided becoming anybody's national champion. By carefully cultivating the image of stateless neutrals, they have deflected concern abroad that they were extending the frontiers of US economic imperialism.

It has probably never been less true that what is good for General Motors is also good for the US. While the US share of world trade has steadily shrunk, that of US MNCs has remained buoyant. MNCs may, indeed, have sometimes acted contrary to the broader US interest by rushing to source and produce more from low-cost bases offshore, they have arguably hastened the erosion of the US's industrial base.

Statelessness, of course, can also have drawbacks. Ford has long complained about having to compete in Europe against national champion carmakers, behind each of which stands a government with a deep purse. Yet it is debatable how severe a handicap this really is. Not only is Ford adept at teasing subsidies out of European authorities, but its local rivals have probably lost as much as they have gained from national policies which encouraged them to concentrate sales and production narrowly in their home markets.

Most US MNCs would resist any attempt by Washington to link their activities to an explicitly to policy goals. Witness IBM's unhappiness several years ago when the Reagan administration tightened controls on high-technology exports. By seeming to subordinate the company's commercial strategy to contentious US political objectives, the affair set back IBM's energetic efforts in Europe to gain admission to prestige electronic research programmes such as Esprit.

A few large European companies, such as Philips of the Netherlands and Electrolux and Ericsson of Sweden, have also attained relative statelessness. Interestingly, they almost all fall from small countries, which cannot seriously be accused of ambitions to impose their economic will on their neighbours.

The problem for Japanese companies is that, to many foreign observers, their overseas expansion seems intended principally to propagate Japan's economic and technological hegemony. Thus Sony's recent acquisition of Columbia Pictures has been widely viewed in the US not as a commitment by the company to the US economy, but as part of a menacing invasion by "Japan Inc."

Hysterical such reactions may be. But until Japanese companies manage to dispel the perception, rightly or wrongly, that their overriding objective is to advance Japan's national interest, winning acceptance as international "insiders" is likely to remain an uphill struggle.

Guy de Jonquieres

Tomorrow, Ms Vasso Papandreu, the strong-featured and willed European Social Affairs Commissioner, takes her campaign for an European Community charter of basic workers' rights into largely hostile territory. She will put her case to the House of Commons Employment Committee, preach to the unconverted - and probably unconvincing - Mr Norman Fowler, the Employment Secretary, and the Confederation of British Industry, and see the already-persuaded Mr Neil Kinnock, the Labour Party leader.

No single issue divides the British Government from all its EC partners more clearly than the Commission's proposed social charter. It aims to place a minimum safety net on pay, working conditions and rights underneath workers who might otherwise feel threatened by more cut-throat business competition in the post-1992 single European market.

Not only is this end at odds with the goal of deregulating the labour market which the Thatcher Government has pursued in Britain. So are the means proposed by the Commission: a mixture of Community-wide legislation and of "social dialogue" between employers and unions in member states.

But Ms Papandreu knows the British scene and has her defences prepared, as one would expect from someone who not only learnt but taught economics in the UK. For a start, she contests the British Government's equation of labour market deregulation with job creation. "Over a 10-year period, the UK has performed no better than any other EC state: employment increased by half a million, which relatively amounts to the Community average," she points out. "You cannot have sustained economic growth without social consensus." The latter, she defines as "taking into account the needs, desires, aspirations of all social groups."

Take West Germany inside the Community, or Sweden outside it, she says. "Those economies which are better off are not those which have no discussion or dialogue between the two sides of industry."

She shares the wider vision of Jacques Delors, the Commission's president, in wanting to hold up Europe as an example to the rest of the world.

"Europe has always been known as a democratic place, where different social groups participate and enjoy the benefits of growth. This is why both western and eastern countries look to the EC as a signal, a light, an example." Noting the Community's current magnetism for its neighbours, she says: "It is not only the rate of growth that impresses them, but also the living and working conditions and the rights that its citizens enjoy." For her, the

MONDAY INTERVIEW

Champion of worker rights

Vasso Papandreu, EC Social Affairs Commissioner talks to John Gapper and David Buchan

much-vaunted internal market will be a failure if its economic gains are not passed on to ordinary workers.

Precisely how the Social Charter will promote this vision is not yet clear. Its vagueness has attracted criticism from Sir Leon Brittan who voted against it, not because (as one might have expected from the senior UK Commissioner) he felt it was wrong, but because the 33-article document which Ms Papandreu has proposed leaves unclear what should be done at Community level, and what should be left to member

PERSONAL FILE

1944 Born
1969 Studied economics at Athens University
1971-73 MSc in economics at London University. Tutor at Exeter University
1983 PhD Reading University
1985 Member of Greek parliament
1986-87 Industry Minister
1988 Trade Minister
1989 EC Commissioner for Social Affairs

states or their "social partners." Ms Papandreu is unwilling to clarify this, until she comes up with her promised social action programme by the end of next month.

This, at least, means that when as host of the EC summit in Strasbourg in early December, President François Mitterrand, calls on his partners to join him in approving the Social Charter, they will know the practical consequences of what they are voting on.

The closer and each subsequent social legislation as requires majority (as distinct from unanimous) approval, will go through because of the

"What worries me is that



'Countries look to the EC as a signal, a light, an example'

there is an increasing fragmentation of the labour market. There are women who have had a very good education which the society has spent a lot of money on and then it is not used. From a personal point of view, women do not have the opportunity to fulfil themselves, and for the society, there is a waste of human resources."

The British Government is already under some pressure on the issue of childcare following Commission research showing it is among the worst providers in the Community of public funded childcare for working parents. But Ms Papandreu insists that the social security and economic costs of not improving provision are greater than those of doing so.

Her argument also relies on demographics: this time the increasing ratio of pensioners to workers in European countries because of the fall in birth rates below replacement levels. If women are not given the means of combining the bringing-up of children with work-

ing, either worsening labour shortages will constrict economic growth, or the birth of new workers will be limited.

"In the short-run, it might be a greater cost, but it is not a viable society if there is not an increase in the rate of birth... It is not only a problem for social security, it is a problem for production," she says.

The British Government is faced with a choice: either to sweep European legislation showing it is among the worst providers in the Community of public funded childcare for working parents. But Ms Papandreu insists that the social security and economic costs of not improving provision are greater than those of doing so.

She argues that people want greater freedom of movement and high-skilled mobility would be economically desir-

able. "We face the problem of unemployment in some areas and sectors, and at the same time surpluses. If we give some protection to say, employees of a Spanish contract cleaning company operating permanently at Frankfurt or Heathrow airports.

Ms Papandreu is a socialist. But she says it strikes her as "confused and illogical" when

she reads about the prospects of sweeping European legislation to bring it about. Directives on part-time and temporary work have been mooted since the early 1980s, and European unions would like to see a broad directive on atypical work included in the action programme. She seems less ambitious.

One piece of legislation she sees emerging from the charter is insistence on written employment contracts for part-time and temporary workers to ensure the "transparency" of working conditions. She argues that people want greater freedom of movement and high-skilled mobility would be economically desir-

able. Despite the broad vision of an ideal Community labour market, Ms Papandreu is cautious about the prospects of sweeping European legislation to bring it about. Directives on part-time and temporary work have been mooted since the early 1980s, and European unions would like to see a broad directive on atypical work included in the action programme. She seems less ambitious.

Despite the British Government's distaste for the industrial consensus that Ms Papandreu favours, her "social dialogue" ought to be easier for it to swallow than Brussels-inspired legislation.

Time to look anew at an Anglo-Irish court



JUSTINIAN

reached the stage of court proceedings, simply because governmental decisions obstructed. The Belgian government had declined to hand Father Ryan over to Britain and instead deported him to the Republic of Ireland, his country of origin. When the British government requested the Irish government for his surrender to the authorities for trial in this country, they were thwarted by the Irish view that no fair trial could be guaranteed to Father Ryan since politicians in this country had made public statements that assumed Father Ryan's involvement with the organisers of terrorism. The Irish prosecutor had been given unwittingly a sound basis for not handing over someone against whom there appeared to be sufficient evidence to warrant his being put on trial. Whether the political utterances would, in fact, have impeded a fair trial may be a matter of pure speculation. That there appeared to be a fear of irremovable prejudice in any future jury could not be gainsaid.

The option then was to invoke a law that gave the Irish courts jurisdiction to try certain offences committed abroad. The expectation was that, since there appeared to be sufficient evidence for a trial in England, the same witnesses would be available for any trial in Ireland. Not so, according to the Irish Director of Public Prosecutions. He has announced that no prosecution is to take place. In the absence of a reasoned decision, an unformed guess must be that the witness is unwilling to cross the waters and give evidence in an Irish court.

It is altogether too facile to conclude that the decision to

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